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ABSTRACT

Library board members are an integral part of public libraries. Because of the importance of their role, this handbook gives library trustees in Oklahoma a basic understanding of their responsibilities and power. It contains useful information about developing policy, the board/director relationship, funding, intellectual freedom, library laws, and many other topics. The handbook stipulates that library trustees are responsible for governing the library, including monitoring finances, setting policies, planning services, and evaluating the progress of the library. Trustees also must become part of the board team and keep it functioning at optimum level. How library trustees respond to problems and possibilities will determine the future of library service to the people of Oklahoma. The handbook consists of 12 chapters: (1) Take Time To Learn the Job; (2) Library Boards in Oklahoma; (3) Board Meetings; (4) Library Board Officers; (5) The Board Member's Job Description; (6) Library Funding, Financing and Budget; (7) Planning; (8) Policies; (9) Intellectual Freedom; (10) The Library Director on the Board Team; (11) Board Staff Relations; and (12) Library Agencies and Associations. Appendices include: a glossary of terms; a sample city ordinance; a sample agenda; "Freedom To Read" statement and "Library Bill of Rights"; rules and regulations concerning state aid grants to public libraries; library role definitions; a sample materials selection policy; and Oklahoma state laws concerning user confidentiality and theft. (SWC)

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Oklahoma Library Trustee Handbook

The Office of Library Development
Oklahoma Department of Libraries

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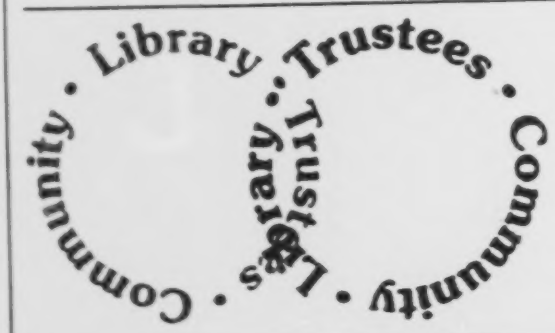

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Oklahoma Library Trustee Handbook

1996

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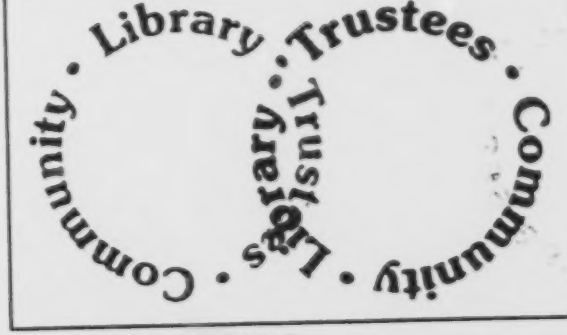

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Dear Library Trustee,

Serving on the Board for your public library is a great honor and an opportunity to serve your community. It is also a great responsibility. Public libraries support the educational development of citizens from preschoolers just beginning to learn the magic of books to senior citizens pursuing lifelong learning.

With access to electronic resources becoming more readily available, libraries are now struggling with the issue of finding a balance among new information sources, traditional services and limited resources. Public libraries must also strive to serve the variety of cultures, interests and ethnic groups represented within their communities.

The Oklahoma Department of Libraries works closely with Oklahoma's public libraries to support, supplement and improve the service to their communities. Because library board members are an integral part of public libraries, we hope this trustee manual will provide important information to you on your role as a library trustee, your legal responsibilities, powers and duties, support systems available to you and future trends that will affect your library.

Please contact us if we can be of service.

Sincerely,

Robert L. Clark, Jr.
Director

Introduction

It has been over a decade since the publication of the last Oklahoma Library Trustee Handbook. The changes in library service over that time have been significant and the need for an updated handbook is apparent.

The purpose of the Oklahoma Library Trustee Handbook is to give trustees a basic understanding of their responsibilities and power. It contains useful information about developing policy, the board/director relationship, funding, intellectual freedom, library laws and many other topics.

Library trustees will continue to be confronted by daunting problems and exciting possibilities. How they respond will determine the future of library service to the people of Oklahoma.

Acknowledgements

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Chapter 1: Take Time to Learn the Job

It is an honor to be on the board of an Oklahoma public library. Board members set the direction for a very important municipal service. Library boards govern or monitor the expenditure of thousands of public dollars and are responsible for many more dollars of library assets. When citizens agree to serve as board members, they accept the responsibility to expend time and effort to learn what the job entails and to do the job effectively. Community leaders believe that board members have the skills to govern the library and they entrust the board with this responsibility. Board members are often referred to as trustees.

It is a privilege to sit on a board that makes decisions affecting the lives of people who use the library now and also many more who will benefit from good library service far into the future. Becoming a good trustee is an acquired skill that must be learned, practiced and regularly updated.

Board members have two major challenges facing them. The first is to **govern the library**. Among other things, trustees must monitor finances, set policies, plan services and evaluate the progress of the library. The second major task is equally important. A board member must **become part of the board team and keep it functioning at optimum level**. All board members must build and maintain their skills in teamwork and good board membership, so that they can accomplish their first task—governing the library.

The intent of this manual is to help Oklahoma library trustees with both of these tasks.

As trustees gain experience on the board, they learn facts, statistics, history and procedures. But first things first:

• In order to make a contribution to library service in the community, board members must attend scheduled meetings. Meetings are held at least quarterly and often more frequently. Be prepared. Read the agenda sent in advance and give thought to the items included. Review notes from previous meetings. Be ready to listen, contribute, take notes, make decisions and follow up.

• Trustees should make an effort to get to know the other people who serve on the board--not just their names, but who they are. What are their interests and concerns? What motivates them to serve on the library board? Team-building begins by knowing your teammates.

• Board members should get to know the director—the other part of the board team. There must be a high level of trust between those who govern the library and the person who manages the library. Board members and the director form the board team.

• Good library trustees recognize that this job deserves their very best effort. Although serving in a volunteer capacity, the governance of the library demands time and effort to do the best job.

• Ongoing development activities should be part of the plan for every board and every board member. Continue to learn by attending state and national library conferences, by taking part in board development and training workshops, and by reading pertinent literature about library services and governance of libraries.

• The best way to become knowledgeable about library issues is to know the people and resources who can give you quick answers to tough questions. The director and other board members are the best sources for learning about the library. This manual is designed to be a guide to the basics of good board membership and will answer many of your questions.

• Board members continue to learn about the library and current issues for as long as they are on the board. However, some information is needed at the beginning of their term.

Here are a few questions that should be answered in orientation for new board members:

1. What is the written mission statement of the library?
2. What are the long-range goals of the library?
3. What is the library's service area and how many people does it serve?
4. What is the annual budget?
5. What are the total assets of the library?
6. Who owns the library facility? The city? The county? The library system?
7. What equipment does the library own or rent?
8. How is the library financed? City sales tax? Property tax?
9. Who appoints the library board and what are the terms of office?
10. Who are the current officers of the board?
11. How are the board officers elected?
12. How long has the present director held his/her position?
13. What training does the director have for managing the library?
14. What process is used to evaluate the director?
15. How many staff are employed by the library and what are their duties?
16. Are board members reimbursed for expenses and, if so, how?

17. What current local, state or national issues might affect the library?

18. What major problems does the library currently face?

A new board member can become familiar with the functions of the library by asking to see copies of the following documents:

1. A list of board members with their addresses, telephone numbers and fax numbers.

2. The ordinance establishing the library or resolutions establishing the library system.

3. The board bylaws.

4. The library's written mission statement.

5. The library's long-range plan.

6. Job descriptions for board members and officers.

7. Board policies.

8. Annual calendar of board and library activities.

9. The current budget and the time frame for developing and approving the budget.

10. Financial reports for the past year.

11. Job descriptions for the library director and key staff.

12. Organizational chart.

13. Annual reports for the last five years.

14. Minutes of the library board meetings for the past year.

15. Major contracts the library has with other public or private agencies.

16. Committees, committee job descriptions and current committee members.

17. Library brochures and pamphlets.

18. Any documents that report the history of the library.

19. And the *Roster and Statistics of Oklahoma Public and Institutional Libraries* published by the Oklahoma Department of Libraries that provides comparable library data.

Being a board member is—a privilege...an honor...hard work...rewarding...fun...and a responsibility.

Chapter 2:
Library Boards in Oklahoma

Public libraries in Oklahoma are the responsibility of local governments. As organizational entities, Oklahoma public libraries fall into three categories:

City libraries
County libraries
Library systems

City libraries - City libraries are usually established by city ordinance, supported by city sales tax, and governed by the city council with recommendations from the library board. The legal service area is the city limits of the particular town. There are approximately 100 city libraries in Oklahoma.

County libraries - County libraries are usually city libraries to which the county has given a token amount of funding to provide county-wide service. There are five county libraries.

For purposes of this handbook city, and county libraries are called "Unaffiliated" libraries. This means that they are not affiliated with a library system; they are independent, stand-alone libraries.

Unaffiliated public libraries are established by an ordinance adopted by the city council. The ordinance becomes the "law" under which the library exists. The public library ordinance addresses such things as the required qualifications for trustees and their powers and duties. The Oklahoma Statutes (11:31-104) address the powers and duties of library trustees by stating that "the library board shall have control and supervision of the library, may appoint a suitable librarian and remove the librarian, subject to approval of the municipal governing body, fix any fees to be charged and have such other powers as may be provided by ordinance." Statutes also state that a city may appoint from five to nine board members, who will serve staggered terms of three years.

Most of Oklahoma's public libraries are established by an ordinance very similar to the sample ordinance in Appendix B of this handbook. It is important for trustees to be familiar with the ordinance establishing their library.

Boards that serve unaffiliated libraries at the discretion of the municipality are **advisory boards.** Advisory boards have no legal responsibility except those granted by local government. Advisory boards usually make recommendations and act as a liaison between the library, local government and the community. They are charged with monitoring library operations and advising on such things as policies, plans, personnel and the budget. Most city and county library boards are advisory. Oklahoma Statutes (11:31-102) state "the municipal governing body may, in its discretion and by ordinance, place the management and control of the public library under a library board of directors."

The distinction between governing and advisory boards is made clear in the Oklahoma Statutes. Library system boards are governing and unaffiliated library boards are advisory. The power and authority of an advisory board in Oklahoma may fall anywhere along a continuum from advisory to governing. What the board can or cannot do is determined by the city ordinance or by the understanding established over time between the board and the city council or county commission. It is important that the board understand where its authority lies on that continuum. As board members and government officials change over time, it is necessary for both groups to work to maintain such understandings and communicate them clearly.

Multi-County Library Systems, Single County or City-County Library Systems and Rural Single County Library Systems - Library systems are established by a vote of the people, supported by millage of from one to six mills, and are governed by a system governing board appointed by the county commissioners and the cities in the system that have a library. There are two single county library systems and six multi-county library systems in Oklahoma. Twenty-nine counties are part of a library system. The law was changed in 1995 to allow establishment of rural single county library systems. As of this printing, none have been established.

Public library systems in Oklahoma have **governing boards** that are legally responsible for the control and management of the library. These boards have broad administrative and policy-making duties that are specified in the Oklahoma Statutes (65: 4-105). Governing boards have more power and authority than advisory boards and can make decisions about library services rather than simply making recommendations.

Listed below is a brief account of the powers and duties of library system boards:

- To operate and maintain a library system and to adopt the necessary rules and regulations.
- To purchase, lease or otherwise acquire land or buildings.
- To erect, operate and maintain public library buildings at more than one place.
- To acquire books, materials and vehicles for libraries.
- To sell and dispose of property not needed.
- To acquire, accept, hold and convey real property.
- To acquire, accept, hold and convey legal title to interest in real property.
- To accept or decline donations.
- To administer the expenditure of funds.
- To establish a schedule of fees.
- To apply for or contract for, receive and take advantage of funds which may be available.
- To enter into agreements with school districts.
- To borrow money.
- To prepare an annual budget and file it with the appropriate agencies.
- To appoint a librarian for the system.

Chapter 3: Board Meetings

The library board's work is done in board meetings and committee meetings. What takes place in board meetings can make the difference between an effective or an ineffective board.

Open Meeting Law

> Any meeting of a public library board in Oklahoma is subject to the Open Meeting Law. Public libraries, like other tax-supported agencies, must operate in the best interest of the public. The Open Meeting Law requires that all meetings be held in public. This law is designed to protect the public from secret dealings by public agency boards. Public notice of the date, time and place of regular meetings, or rescheduled or reconvened meetings, must be posted at least 24 hours before the meeting. This statute is protection against abuse of public power.

It is sometimes difficult for board members to conduct a meeting and speak candidly in the presence of the public or media representatives. Board members may feel that they must be responsive to those listening, and the result can be deliberation that seems aimed more at the audience than at the rest of the board team. Some board members may be so intimidated by an audience that they don't speak, and all sides of an issue may not be considered.

However, attempting to circumvent the Open Meeting Law is dangerous and unnecessary. The board can function well in the open and within the law.

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The Open Meeting Law will be easier to live with if you consider the following:

• Keep in mind that a board member has been chosen to represent a large number of people. The people who show up at a board meeting usually represent a small percentage of constituents and should not have an undue influence on a board member's actions.

• Have a clear policy about regulating the activity of people who attend board meetings. If there is a public forum section of the agenda, it should be short and have strict rules for those who speak to the board. Board policy should state that the board will listen, but will not respond during the meeting to those who speak during the open forum. This is a time for listening, not debate. If there is need for response from the board, it should come at a later time when the board has had time to deliberate the issue, to seek more information or to take recommendations from the director.

• Understand that your board meeting is a meeting conducted in public, not a public meeting. In other words, the public and possible media representatives are there to watch the board work, not to participate in the board meeting.

Responsibilities of board members

1. Attend all meetings.
2. Prepare well for meetings.
3. Take part in all discussions.
4. Cooperate with fellow board members to make meetings work.
5. Understand the basics of parliamentary procedure, as well as any state laws that apply to your meetings and then adhere to those laws.
6. Learn traditional meeting practices of the board and follow them.
7. Practice the art of compromise with other members of the team.
8. Practice the art of listening and merging your comments with those of the other board members.

9. Work toward consensus on issues.
10. Focus all deliberations on the ultimate mission of the library and the best interests of those you serve.
11. Publicly support board decisions.

To establish a businesslike tone, arrive early to make sure that board meetings begin promptly at the scheduled time. Arriving on time for meetings demonstrates respect for other board members who have also made the effort to be on time. Study the agenda and determine how much time might be needed for each item. Let board members know how long the meeting is expected to last and then try to end on time.

The Meeting

Work with an agenda. The agenda packet should be assembled by the board chair and the library director and sent to trustees several days before the meeting. Carefully read the agenda and all agenda-related materials. If board members have questions, they should call the library director for answers prior to the board meeting. Study the agenda so that you know the purpose of the meeting and what tasks must be accomplished or what issues must be resolved.

Even though the board president and the director prepare the agenda, the agenda is the board's plan and all board members have a right to place issues on the agenda by bringing those issues to the attention of the director or the board chair. However, anything you want on the agenda should be requested well in advance of the board meeting. Placing items on the agenda at the last minute is not appropriate because the rest of the board has not had time to consider the issue and will not be ready to discuss it in an informed manner.

Trustees should study the agenda so that they will understand what is expected of them at the meeting and prepare to meet those expectations. Some agenda items will require a vote. Some will require discussion and input from all board members even though no vote is taken. If each board member prepares well ahead of the meeting, board meetings will be shorter and almost always more productive.

Socializing with other board members is important to building the team atmosphere, but this activity needs to be done before and after the board meeting and kept to a minimum during the board meeting. The meeting should have a friendly, businesslike tone always focused on the agenda item at hand.

Use parliamentary rules. Board meetings should be conducted according to established parliamentary rules, such as *Robert's Rules of Order*. This set of rules is intended to establish a businesslike and courteous tone, allow for ample discussion of the issues, protect the right of all board members to be heard on the issues and enable the chair to maintain control of the discussion. Board members should have a basic understanding of parliamentary rules so that they can move quickly and efficiently through an agenda. When in doubt about how to proceed, the board should consult the parliamentary guide specified in the board bylaws.

Be prepared. The board must make sure that the information and tools they need are available. If a flip chart or an overhead projector are needed, arrange for these in advance. Coffee, tea, fruit and cookies are a nice touch.

Establish ground rules. Establishing by-laws helps the board avoid facing the same questions and issues over and over. By-laws provide consistency and order. They provide rules for participation, like time limits for speakers and how to decide issues when there is disagreement. They answer such important questions as what constitutes a quorum, how often the board meets, who takes the minutes, etc.

Lead actively. The board chairperson should follow the rules and the agenda, move the discussion along, keep on track, encourage all to participate, review and clarify when necessary and be fair.

Be diplomatic. It is okay to be assertive, but also be polite and considerate. No one member should dominate the meeting.

Make assignments clear. Any action assignments should be reviewed and clarified at the end of the meeting so there is no doubt who is expected to do what and by when.

Follow up. Copies of the minutes should be sent to each member. The chairperson should check periodically to see that action assignments have been done.

Minutes

The minutes of the meeting, when approved by a formal vote or by consensus of the board, are the official legal record of what happened at the board meeting. The Open Records Law ensures access by the public to this record of board actions, with the minutes serving as an important communication between the board and constituents. New board members should examine the minutes of board meetings for at least the past year to determine what issues the board faced and how these issues were handled.

A board member should ask the board to correct errors in the minutes before the board accepts the minutes as a record of the previous meeting. Detailed views about an issue or the board member's reason for voting a certain way should not be recorded in the minutes.

Reports

During the meeting, board members will hear reports from the director, the staff and probably from committees. The reports provide the background and information the board needs to deal with the issues on the agenda.

Often, the reports will conclude with a recommendation for board action. These reports should be sent out in the agenda packet, so that board members have an opportunity to read them in advance and are prepared to take action at the board meeting. Those presenting reports will simply highlight information, clarify items and answer questions.

Motions

A motion is a formal request for the board to take action. Motions usually come from either committee reports or director recommendations, but board members may make motions at any time in accordance with the parliamentary guidelines.

To make a motion, the member addresses the chairperson and says, "I move that" and states the action he wishes the board to

take. Most motions require that another board member support the request for action by seconding the motion.

After the motion is seconded, it is restated by the chairperson. The board then begins discussion of the motion. Some motions, such as the motion to adjourn, do not require discussion. After a motion is made and seconded, the board can freely discuss all the pros and cons of an issue. All members of the board should try to keep the discussion moving toward a decision.

Once the motion has been discussed thoroughly, the chairperson will call for a vote on the motion. A vote may be taken by role-call, by a show of hands or by saying "aye" or "nay." Votes will be recorded in the minutes.

It is appropriate for a board member to abstain on a motion only when there is a conflict of interest on the issue before the board. Board members have the responsibility to express an opinion on the issues and abstaining expresses no opinion.

Once a vote is taken, the chairperson will declare that the motion passes or fails. Upon completion of an agenda item, the chairperson moves on to the next item.

Committees

The many complex issues with which the board works cannot always be handled efficiently by the full board. Some issues should be assigned to board committees for study with the expectation that a recommendation will be made to the full board.

Committee work is a good place for board members to offer any special expertise they may have, but service on committees is not limited to the experts. Committee service is one way to learn more about the library.

If the committee system is well defined and the committees are being held accountable, the board should receive regular reports from each committee. The committee reports should explain what the committee has been doing for the board and make recommendations for board action.

The board may have standing or permanent committees that are described in the by-laws of the library and function year-round.

As certain important issues arise, the board may appoint temporary "ad hoc" committees to study those issues for the board.

> **Although many committee recommendations will be accepted by the board, the board must not feel an obligation to accept all committee recommendations in total. A committee recommendation is not a "sacred cow" to be blindly accepted by the board. Committees are given the charge to study and recommend, not to make board decisions.**

The Decision-Making Process

Good board decisions are made through a logical, common-sense process that includes pertinent information, expert advice, experience, vision and exchange of ideas among board team members. Board deliberations should follow this process:

Define the issue clearly. The best way to define the issue is to place a motion on the table so that everyone can focus on it. The chairperson should make sure that all board members understand the intent or meaning of the motion

Look at the information. Good decisions are based on good information. Prime sources of valuable information and insight come from the experience of the board and reports from the director, staff and various committees. Outside experts are also a valuable resource.

Board members are not appointed for their expertise and experience in running a library, but rather for their ability to ask the right questions, draw upon their experience and leadership skills and make good, informed decisions for the good of the library and the community.

Consider the alternatives. Approach every issue with an open mind, believing that there is more than one side to every issue. What seems obvious at first may prove to have serious consequences later. Play the "devil's advocate;" ask the tough questions and encourage other members of the team to voice

opinions even though they may not agree with the majority. Even a strong recommendation from the director or a board committee should not be accepted without a close look at the possible alternatives. The director and committees should be expected to deliver a list of alternatives they have considered in arriving at their final recommendation.

Seek assistance. The director should give the board a recommendation on all issues. Seek assistance from specialists, attorneys and any other people outside the board who can help you in making decisions. However, the board has the ultimate responsibility for decisions.

Assess the issue in light of your mission and long-range goals. Every board decision should be in line with the mission of the library and its long range plan. Every decision made should be for the greatest good of those who use the library.

Reach a decision. Set aside personal bias and emotions and vote for what you think is the best decision for the library. However, you should not vote if you have a conflict of interest. This occurs when a conflict exists between a board member's obligation to the public or constituency and his/her own personal interest.

Board members may not always agree on the issue. They are obligated to make their own best individual decision, but must accept the decision of the majority of the board team.

Many of the decisions of the board team will be done by consensus. Consensus simply means that all board members will live with and support a decision on an issue, even though it may not be each board member's first choice.

To reach consensus, an issue is discussed until agreement among all board members is reached. This is a more time-consuming and difficult method of decision making, but it has advantages over the majority vote. Building consensus avoids splits among board members and forces a board to discuss an issue more thoroughly.

Compromise is at the heart of arriving at consensus on any issue.

Chapter 4:
Library Board Officers

The function of library board officers is to keep the group organized, help with discipline, encourage forward movement and facilitate good decisions by the group. Board officers serve as leaders for the board.

Boards grow from different traditions and have different ideas about the type and number of officers they need. A particular board may have some or all of the officers described here. The job responsibilities of board officers may vary from board to board also.

Most board leaders are referred to as either the chairperson or the president of the board. In Oklahoma, chairperson is the more commonly used term. The board chairperson has equal power with that of any other board member unless the full board has granted additional power to the chair. For example, the board may delegate specific powers to the chair, such as speaking to the public or signing contracts on behalf of the board.

> **Any power exercised by the board chair must be granted first by the full board in policy, or in the commonly accepted and understood practice of the board. In other words, the board chair does not speak for the board unless the full board has delegated that privilege to the chair.**

Roles of the Board Chairperson

- **Planner** The chair works with the director to plan the meeting agenda and the manner in which the meeting will be conducted. The chair keeps an overall view of the board year and ensures that the board is completing duties mandated by board policy or law.

- **Presider/Facilitator** The chair must ensure adherence to the agenda and completion of items on the agenda. He must also ensure fair participation for all board members and fair exposure to all sides of an issue. The chair must keep the meetings moving forward in a professional and timely manner and, finally, move the board to action on the issues.

- **Delegator** The chair traditionally has the power to appoint board members and others to committees with board consent. To do this well, the chair must have a clear understanding of each board member's skills, strengths and interests so that appropriate assignments can be made. It is also the chair's responsibility to make sure that committee assignments are clear and to hold the committees accountable to do the job assigned. The chair may be an ex-officio member of a committee.

- **Liaison** The chair must be able to communicate board needs to the director and the director's needs and concerns to the board. The chair offers personal support and counsel to the director and serves as a sounding board for the director.

- **Team Builder** The board must always function as a team and it is the duty of the chair to promote teamwork among board members. It may be necessary for the chair to mediate and counsel fellow board members if the board fails to function as a team on occasion.

Board Officers, particularly the board chairperson, must be well respected by the rest of the board, must be willing to give extra time necessary to carry the extra duties of the office and must have strong leadership skills. Officers should also be board members with some experience on the board. If you are asked to be a candidate for a board office, consider carefully if you have the extra time, as well as the leadership skills, to do the job well.

The vice-chairperson of the board traditionally serves as the backup for the board chair. However, the vice-chair is usually assigned additional specific duties, such as chairing a committee, taking charge of board development activities or preparing for special board events.

The vice-chair must work with the chair to stay current on library business and board operations, so that the vice-chair can assume the chairperson's duties, if the chair cannot carry them out. The vice-chair is often considered the logical successor to the chair, when the current chair vacates the position, and is often referred to as the chair-elect.

The treasurer of the board is responsible for reviewing the claims, presenting the claims to the full board and moving for acceptance of the claims. In library systems, the treasurer signs the checks and, in some instances, serves as chair of the finance committee.

The size and complexity of library business today dictates that the traditional job of secretary has significantly changed. All board members need to be able to participate in deliberations. It is difficult for the board secretary to do that while taking the minutes. Instead, the board secretary's job can be that of reviewing the minutes for accuracy. Taking the minutes and handling correspondence on behalf of the board can be done by clerical staff at the direction of the library director.

The Oklahoma Statutes state that on boards of multi-county library systems and rural single-county library systems, the library director serves as secretary to the board. In most cases this means that the director is responsible for delegating to a staff member the responsibility of taking and distributing the minutes.

Methods for electing board officers should be a serious effort to place the best leaders of the board in a formal leadership position. It should not be a popularity contest, a struggle between factions for a power position, or selecting "whoever will say yes." The board should choose officers who are well suited for the position and who have the necessary skills to be a board officer.

The Oklahoma Statutes (65:4-204) state that multi-county and rural single county library boards "shall elect a chairperson, vice-chairperson and treasurer for one year terms from the appointed members."

In the City-County Library Act, which governs the Tulsa City-County Library System, and the Metropolitan Library Act, which governs the Metropolitan Library System in Oklahoma County, the boards are called commissions. Title 65 of the statutes states that "the commission shall elect its chairman from the appointed members and fill other such offices as its bylaws may establish. The term of the chairman shall be one (1) year."

Chapter 5: The Board Member's Job Description

> **The library board is responsible for the library and all that happens in it.**

This statement is a strong one, but it is both a legal and practical way of looking at the job you accepted as a board member. Even though the board delegates the actual day-to-day operation of the library to professional, paid staff, the board never gives up ultimate bottom-line responsibility for the success or failure of the library. To manage that responsibility, the board has five major tasks:

- to advocate for the library in the community and to advocate for the community as a member of the library board;
- to plan for the future of the library;
- to monitor and evaluate the overall effectiveness of the library;
- to set policies; and,
- to hire and evaluate the director. (In some communities the board unfortunately is not involved in hiring the director.)

Advocate

To be a library advocate is simply to work for the betterment of libraries—or more importantly, for the betterment of library services for citizens. The results can be spectacular and the rewards great. As a trustee, you are in a unique position to be a library advocate and to place your library in high regard by members of your local community. You qualify as a good advocate for the library because you serve as a volunteer leader of the organization. Volunteer board members are motivated by service to the community. Board members are also leaders and influential in their community, prime qualities for an advocate.

> **Advocacy is a primary role of a library trustee because you have statutory responsibility for your library's governance and a moral responsibility to improve its services.**

One of the main responsibilities of the library board is to obtain adequate funding for the library. A hallmark of library trusteeship is to reach out into your local community to provide the financial support your library needs. Trustees are most familiar with this kind of advocacy. Trustees also have a role in other types of advocacy, such as in the legislative process or in working with the media.

As a trustee, you must have a deep personal commitment to your library and its services. You must have a sense of what you want your library to be in the future and you must be willing to work to move the library forward toward that vision. The trustee who has that deep personal commitment to the library is well on the way to being a good advocate.

As an advocate for libraries, you must be willing to go out into the community on behalf of the library. All communities

served by public libraries consist not only of library users, to whom the trustee must respond, but also of citizens who pay taxes to support the library but do not use it. You must recognize the entire community and be prepared to work with groups as well as individuals. This means more than just waiting for an invitation. It means aggressively pursuing opportunities to meet with and speak before community groups, such as the League of Women Voters, Kiwanis, Lions Club, PTA groups and political party organizations. Everyone must be made aware of the important role the library plays in your community.

Advocates appreciate the different roles and responsibilities of librarians and trustees and do everything possible to develop and promote a comprehensive library program. As advocates, trustees should be knowledgeable about library services so that they can respond to queries and articulate just what the library has to offer. The lines are clear-cut within the operation of the library, but less so when trustees and library staff go out into the community. For example, at a city council meeting it is appropriate for you as a trustee to support and speak in behalf of the library's programs and budget, and for the librarian to answer technical questions regarding services. The more a trustee understands this critical difference in roles, the better advocate he or she will be.

A successful advocate can bring new users into the library, new revenues into the library, and an increased awareness of library services. Legislators have been known to come to their public library with a new perspective after speaking to a trustee advocate. Remember, the reason you were appointed to the library board was that you were seen as being able to help improve the library's services. The people to whom you speak may decide to remember the library in their wills, ask their company to consider a corporate donation to the library, or speak to state and federal legislators on behalf of the library.

Your advocacy will take several different forms, including establishing a relationship with the mayor, city council and county commissioners; communicating to the taxpayers the needs and plans of the library; and carrying out public relations activities for the library.

Your advocacy efforts will generally be part of a planned board effort. The board must speak with one voice. You, as an individual board member, can speak about the board's official position on issues. You can and should promote the interests of the library at any time.

Finally, as a trustee advocate, you will be a defender of intellectual freedom, an individual's right to information. This includes, but is not limited to, firm support of the American Library Association's Freedom to Read Statement and Library Bill of Rights. (Both documents are included in Appendix D.)

Capable, well-trained staff bring certain skills to the library, particularly in the area of materials selection. Once the board has established a policy within which the staff is to function, and appropriate library materials are purchased, the trustee as advocate must recognize an inviolable responsibility to permit citizens access to those materials. One of the most frequent questions asked of library trustee advocates (usually in open forum) is whether a particular book or other item should be in the library's collection. The response must be unequivocal in defense of the community's intellectual freedom. You must explain that the role of the library is to make available balanced representation (when available) of all sides of a given issue. (See Chapter 9 for more information on Intellectual Freedom.)

Plan

The board needs to make time for the important task of planning for the future of the library. Planning is not a frill, but one of the most important trusts that the community gives to the library board.

Planning, in an age when dramatic change in libraries comes almost faster than we can comprehend, seems like an exercise in futility. But the very fact that change is so rapid is even more reason that every library must have a plan to cope with rapid change and the effects it can have on the library. All planning for the library is a team effort of the board, the director and the staff.

Each year, goals and objectives should be written to support the library's mission statement, to build on the strengths of your library's program and to address its weaknesses. You should know the strong and weak points of your library's services and develop ways to make the services better. The Office of Library Development in the Oklahoma Department of Libraries, and the Oklahoma Library Association have stressed the importance of planning through their Levels of Library Development performance measures program. The Public Library Association of the American Library Association supports a comprehensive planning process that has been used by many libraries.

See Chapter 7 for a complete discussion of the planning process.

Monitor and Evaluate

> **The term "trustee" indicates what the community expects of you. The community puts its trust in you to make sure the library is operating the way it should. It is your job to monitor the progress of the library for the community.**

As a representative of your community, you are in a position to know how the service is being perceived and to make suggestions for improvement. You should know the plans and policies of the board and make sure they are current and in compliance with the law. Read policies, letters, contracts, performance reviews, grants and other communications carefully. Make sure plans, contracts and reports are submitted on time.

As a member of the library board, you will monitor and evaluate many things, including finance. Begin your monitoring of finance with the budget. The budget is the board's financial plan for the library and deserves your attention. The budget will be prepared by the director and staff and presented to the board for approval. When the budget is presented, board members must ask whatever questions are necessary to gain a reasonable understanding of this financial plan—basically, where the money is coming from and where it will be spent.

Monthly financial reports to the board are windows used to monitor how well the director and staff are following the financial plan the board has approved. If you don't understand the reports, ask the director for an explanation. Remember, you don't have to know everything about the finances, just enough to feel comfortable that the money is coming in and going out according to your budget plan.

New board members should insist on a good orientation about library finance and the process of monitoring financial status. Ask questions about finance. If the library budget, the financial report or the audit are not clear to you, ask questions.

See Chapter 6 for a complete discussion of library finance. Monitoring director effectiveness is discussed in Chapter 10.

Evaluating progress on the long range plan is discussed in Chapter 7.

Set Policies

Policy making is one of the board's most important responsibilities. Policies are vital tools in carrying out the board's planning and evaluation decisions. Library policies established by the board govern and guide all phases of the public library's operation. Effective policies are management tools for running the library. The trustees, with the help of the director and staff, create these tools. The director and staff use them to keep the library running well.

The board's role in developing library policies is explained further in Chapter 8.

Hire and Evaluate the Director

One of the major responsibilities of the library board is hiring a director.

Standard hiring procedures and methods to evaluate the director are outlined in Chapter 10.

Chapter 6: Library Funding, Finance and Budget

Under the city ordinance, the public library board establishes policy and is responsible for financial matters pertaining to the municipal public library in its jurisdiction. Library board members are responsible for obtaining adequate funding for the services and programs provided by the library.

> To understand the budgeting process and approve an annual budget for the library, board members must know where the money comes from and how much revenue they can expect to build into the budget each year. A good understanding of revenue sources is important as board members must encourage continued funding from those sources and find new sources when needed.

Library Funding

Public libraries receive funding from a variety of sources: local taxation, grants, gifts, bequests and donations, fund-raising projects, fines and fees, and investments. Library boards must consider it a primary responsibility to keep informed about all sources of funding.

1. Local Taxation

Unaffiliated or non-system public libraries in Oklahoma receive their primary funding from the city's General Fund, which is raised by levying sales tax. A few city libraries receive a small amount of funding from the county. These funds are raised through property taxes.

Library systems receive their primary funding through property taxes. Library systems in counties with over 100,000 population or that have a county in their system with a population over 100,000 may levy from 1 to 6 mills for library support. Library systems in counties with a population under 100,000 may levy from 1 to 4 mills for library support.

2. State Funds

Each year the Oklahoma Legislature allocates a sum of money for State Aid Grants to Public Libraries. These funds are administered by the Oklahoma Department of Libraries according to a formula that includes an amount awarded for each square mile served by the library systems and an amount based on per capita. Library boards should be thoroughly familiar with the Rules and Regulations for State Aid Grants to Public Libraries. (See Appendix E.) State Aid Grants may be used for library materials, equipment, furniture, salaries, etc., but cannot be used for construction, remodeling, land, vehicles, or items that will become a permanent part of the building, such as carpet or air conditioners. If a library qualifies for state aid, it may then apply for federal grants offered by ODL.

3. Federal Funds

The Library Services and Construction Act (LSCA) authorizes federal aid for libraries and is administered by the Oklahoma Department of Libraries. These funds are an annual appropriation to ODL to provide for extension and improvement of public library services; for library construction; to improve services to older Americans, the

handicapped, the institutionalized and other disadvantaged individuals; to combat illiteracy; to strengthen state agencies; to provide statewide services; to promote interlibrary cooperation and to increase the capacity of libraries to keep up with rapidly changing technology. LSCA is expected to change within the next few years and become the Library Services and Technology Act.

Funds may be appropriated by Congress under six titles:

Title I	Library Services
Title II	Public Library Construction
Title III	Interlibrary Cooperation
Title IV	Library Service to Indian Tribes
Title V	Foreign Language Materials
Title VI	Literacy Programs

4. Library Foundations

Since libraries have traditionally received memorials and monetary gifts, and because of the need for funding outside the traditional methods, it is often a good idea for the library board to consider establishing a foundation.

The library foundation functions as a separate entity and can attain 501-c-3 status from the Internal Revenue Service. Gifts to this foundation are tax deductible to the donor. One factor which makes setting up a foundation extremely attractive is that many foundations will not give to tax-supported agencies, but will give to an organization that will enhance that agency's services and programs.

A foundation is a vehicle for gifts, bequests, memorials, fund-raisers, capital campaigns, etc. Donors may prefer this choice. Of course, the library board can accept these funds without establishing a foundation, but in order to carry the funds over to the next fiscal year, trustees should ask the city to establish a library trust.

A source of more information is *Forming and Funding Public Library Foundations* by Faye Clow. This publication is available through the Public Library Association in care of the American Library Association.

5. Friends of the Library Groups

Many libraries encourage citizens to establish Friends groups to promote good public relations and good will for the library, as well as to raise funds for special projects. For information on how to set up a Friends group, contact the Office of Library Development in the Oklahoma Department of Libraries (1-800-522-8116 or 405-521-2502). Friends of Libraries in Oklahoma (FOLIO) is the state organization of Friends. The leadership of this group changes annually, but the name of the current chair may be obtained by calling either the Oklahoma Department of Libraries or the Oklahoma Library Association (405-348-0506). The national Friends organization is called Friends of Libraries USA (FOLUSA). The American Library Association publishes *Friends of the Library Sourcebook* and *Friends of Libraries USA National Notebook*.

6. Private Grants

Private foundations, businesses and corporations may award grants to assist local libraries with programs, services, or building projects. Many times the grants are from local or regional organizations or businesses that wish to give something back to their communities. *The Foundation Directory* is printed yearly and is a source for private grant information.

Successful Budget Planning

A budget is a plan for the expenditure of funds for the next year to carry out the library's program. The amount of funds available will necessarily dictate the extent to which the library can contribute to its mission. The board has a clear responsibility to ensure that public funds are used in the best

interest of the community and that the library has adequate financing to continue its programs and services.

> The budget is directly related to the library's planning and political funding process. Good service and good planning will result in an innovative progressive budget. A budget that merely repeats previous budgets is indicative of lack of planning and is a disservice to the library's clientele.

Know who does what. A necessary first step in successful budget planning is knowing who has authority and who does what in the budget planning process. Written policies and procedures should outline responsibilities and roles clearly. Trustees play a vital role in creating the budget and getting it approved because they are the library's link to the community and its government. The preparation of the budget is a cooperative process involving trustees, the library director and staff. The library director is responsible for preparation of the budget request; the board of trustees is responsible for final approval and adoption of the budget.

Understand the budget's planning context. The budget must reflect the purposes and priorities of the library as outlined in the long range plan. Budget requests should be made within the context of a planning process. It is not enough to ask for X percentage of increased funding; tie requests to clearly stated purposes and priorities.

Give yourself and others time. Ample time should be allowed for the development of the budget and for consideration by the local funding authorities. Usually, it takes from six to nine months to develop a budget.

Question everything. The budget is a tool for accomplishing specific objectives. When an objective has been accomplished, phase out the program or project that was designed to meet it and request that funding be moved to the next priority.

Be realistic. The board should understand the financial climate in the community, so that they know what can and cannot be expected in the way of library support. They should understand the competing demands of other departments on the governmental funding entity, so that they know what is the library's fair share in relation to other departments. Boards may use the Oklahoma Department of Libraries' *Roster and Statistics of Oklahoma Public and Institutional Libraries* to compare their library with others and to understand their government's level of effort.

Additional funding. Boards should look for other funding sources such as federal grants and donations. Not all money has to come from local government sources. Grants, donations and sponsors can be used for one time projects. Boards should look for community support for alternative funding when appropriate. When other funds are found and used, it should be publicized within the community.

The library as a business. The library should have a clear mission and be accountable. If the library mission states that its role is to supply popular materials to the community, the budget must support that role and make this possible. Those who are responsible for the budget must be accountable.

Keep it simple and tell the truth. The library and its needs should be understandable and accessible. Library staff and board members should avoid using acronyms and professional vocabulary that may be unfamiliar or misunderstood. The board must be mindful of credibility. If the board or the director says that something will happen if the budget is cut, they must be sure that it will, indeed, happen.

The budget is not a secret. People have a right to know how their money is spent. The budget must be understandable. The board should use simple and familiar comparisons to illustrate the value people are getting for their tax dollars. For example, instead of using large, meaningless figures, use a per capita figure for expenditures and then compare these to the average cost of a meal, a book or a sporting event.

Read, listen and learn. Boards can learn how other departments and agencies present their budgets. Success can be used as an example. Boards can determine what the funding agency is looking for and what impresses them.

Presenting the budget. Boards must justify the budget increases in the request, as well as the budget base. They must state why the community needs the service and what is unique about the service. They must describe the library's contributions and the benefit to taxpayers. They should describe who uses the particular library service. They should present library goals, plans and accountability.

Steps in Budget Preparation

Activity	Persons Responsible
1. Develop a budget calendar with key dates for completion, definition of tasks and assignment of responsibility	Director and staff
2. Review the library's long range plan, goals, objectives, community needs, economic conditions and trends.	Board, director and staff
3. Evaluate programs and services to determine needed changes and the prior year's actual costs.	Board, director and staff

4. Discuss preliminary budget limits with local government.	Director
5. Make a preliminary decision on library priorities.	Board
6. Develop a draft budget, including contingency plans, so that budget changes can be planned in a non-crisis environment. Justify budget with workload data, trend charts, etc. Balance all figures and show all anticipated revenue and expenditures.	Director and staff
7. Approve or amend the draft budget.	Board
8. Submit the budget to local government officials for review and analysis and respond to questions.	Board
9. Support the budget with appropriate authorities.	Board and director

Chapter 7: Planning

Library boards continuously guide, shape and build library services for their community as they make judgments on money, buildings, programs and staff. The challenge is to make these decisions based on a carefully considered written plan. The purpose of planning is to anticipate both opportunities and concerns.

Planning involves the following basic questions:

- What is the library's purpose?
- What is the status of the library now?
- What future direction should the library take?
- How will the board, director and staff achieve their goals?
- How will the board determine what was accomplished.

What is the library's purpose?

The library mission is a brief statement of the library's purpose which sets the focus for planning. It is based on, but not limited to, the library's roles. Eight public library roles have been identified by the American Library Association.

These eight roles are: *Community Activities Center*, *Community Information Center*, *Formal Education Support Center*, *Independent Learning Center*, *Popular Materials Library*, *Preschooler's Door to Learning*, *Reference Library* and *Research Center*. For a brief description of these eight roles, please see Appendix F.

What is the status of the library now?

Every library board has a fundamental duty to develop an effective library plan. It is tempting to focus on more immediate concerns and let the planning process wait. A board cannot afford to let this happen. A good plan is a road map for the library. It assists the board and the director in making decisions that are the best ones for the community. It also publicizes the library's priorities and its vision of the future.

The plan should reflect intense examination of the following questions:

- What is the present state of the library? How is the library meeting the needs of the community? What are the economic, political, cultural and technological factors that have an impact on library services? What trends can be identified as being significant to the library? What roles does the library want to play in the community?
- Where should the library be in the future? What is the mission of the library? What are the goals? What does the library want to accomplish?
- How will the library get to the future? What steps should be taken? Who has responsibility for each step?
- How will the board determine when the plan has succeeded? What measurements will be used?

Planning involves looking at what is possible and considering a wide range of alternatives. Open-mindedness and creativity are paramount in developing a plan which will direct the most effective use of library resources.

Board members must keep in mind the present and future needs of the entire community served by the library. Planning is a board/director partnership. Obtaining input from the members of the public, as well as from staff, is critical. The director and staff must have strong involvement in the formulation of the plan.

What future direction should the library take?

Goals and objectives describe the conditions which must be achieved in order to support the library's mission. Both goals and objectives describe what the library should accomplish, not how it will accomplish those results.

Goals are general, non-measurable descriptions of conditions or accomplishments which will support the library mission. Goals are generally not time limited and are not expected to be fully accomplished. A sample goal is:

"Library customers will be provided the materials and information they need."

Objectives are specific, measurable, time-limited descriptions of desired results. Achievement of objectives will be the basis for assessment of success in meeting library goals. One of many possible objectives which relates to the goal above is:

"Increase the materials expenditures to 30% of the total budget by 1999."

A resource for planning is *Oklahoma Levels of Library Development*, published by the Oklahoma Department of Libraries. This document was developed by the Standards Committee, a joint committee of the Department of Libraries and the Oklahoma Library Association. This document encourages the ongoing development of quality library service in Oklahoma. In the preface to this document, it states that "the approach presented here is one of progressive development culminating in a purposeful long-range plan for achieving excellence in a chosen role(s)." Long range planning is for every library. Those choosing to actively meet the

challenge of the future will find long-range planning an invaluable tool. *Oklahoma Levels of Library Development* encourages libraries to plan and offer their services based on community needs and to measure their effectiveness.

How will the board, director and staff achieve their goals?

Activities are specific steps which will be taken in order to meet stated objectives. The activities will state how each objective can be met. For every objective, a number of possible activities should be identified and analyzed. The analysis should include the potential impact of each activity on the objective, the likelihood of success, and the cost and impact on other library activities. One or more activities should be selected for each objective.

Action Checklist

- Has the board developed a written long-range plan for the library?
- Has the board benefited from the community's and the library director's input in the planning process?
- Has the board included planning for technology in the long range plan?
- Has the current long-range plan been evaluated in the last year?
- Has the board adopted an effective budget which supports the long-range plan?
- Is the library budget adequate to implement the long range plan?

The selected approach should be divided into steps and a reasonable time frame for accomplishment established. Priorities for essential steps, desirable steps and optional steps should be assigned. This ranking will dictate allocation of time, effort and funding.

How will the board determine what was accomplished?

After the plan has been finalized and implemented, the planning process shifts to review and evaluation. The board will monitor the plan's progress. Have any goals been accomplished? Are parts of the plan out of date and in need of amendment? Are there new elements that need to be added to the plan?

Plans are dynamic documents that, at times, need to be changed. While mission statements are not apt to be changed for a long time, goals, objectives and action steps are likely to be altered in the review process. A library should undertake a formal planning process, which completely reevaluates the library and its future every three to five years.

Chapter 8: Policies

Policy making is one of the board's most important responsibilities. Policies are vital tools in carrying out the board's planning and evaluation decisions. In library systems, policies established by the board govern and guide all phases of the public library system's operation. In unaffiliated libraries policies are established by the board, but are usually approved or adopted by the city council. Effective policies are management tools for running the library. The trustees, with the help of the director and staff, create these tools. The director and staff use them.

Benefits of Policy

- Determines the library's mission and roles and makes sure that the library's goals and objectives, plans and procedures support the mission.
- Guides the director and staff in implementing the board's decisions.
- Provides direction and consistency in day-to-day services and operations.
- Assures that library users and staff are treated fairly and consistently.
- Encourages informed and proactive decision making by anticipating needs and problems before they reach the crisis stage.

Who Makes Policy?

While only trustees have the legal responsibility and authority to make policy, experience shows that this process works best when the library director and staff are involved in researching options, drafting policies and making reports and recommendations to the trustees. Effective library services and development are the result of partnerships. The trustees, director and staff should cooperate with one another and complement each other's efforts.

It is the **responsibility of the director and staff** to keep the trustees informed about progress and problems. They advise, assist, report and recommend. When policy decisions are made, they implement the board's decisions, administering the library's programs within the framework of the board's policies, plan and budget.

It is the **responsibility of trustees** to establish library policy. In so doing, they should solicit information and advice from the director, the staff and library users. The board should make sure that policies are consistent with the library's conditions and circumstances. Because the board understands that for a policy to be meaningful, it must be implemented, they help the director and staff understand, accept and follow library policies.

> The board should "develop" policy and not just "write" policy. Good policy grows out of a process of studying the issues and needs, gathering facts, deliberating the issues, writing the policy and reviewing the policy annually.

Review and Revise

The library environment is not static. Effective policy-making is flexible to reflect changing circumstances. A policy is rarely a finished product; it is more like a work in progress. Policies should be reviewed and revised periodically, as changing needs and circumstances dictate. Sometimes a change in policy is dictated from outside agencies. The need to address requirements of the Americans With Disabilities Act is a recent example of how library policy can be affected by changes in laws and attitudes in the larger society. The issue of sexual harassment is another example.

As libraries face new developments, policies should be revised as a means of addressing such changes and taking advantage of new opportunities. As policies are reviewed, some key questions should be carefully considered by the board. Are these policies still appropriate? Do they account for changes in the library's environment? Are the goals set by the board and plans designed to reach those goals consistent with those guiding policies? What is missing? What new circumstances or needs require changes in policy? What problems or misunderstandings could be cleared up by changing a policy or making a new one? Are there legal issues, especially new ones, that the library's policies should address? The board should examine each existing policy to determine if it is understood, still relevant and enforced. The board should consider what new policies might be needed.

Making Policy: Creating Tools for Organizing and Managing

While policy may be viewed as a management tool for defining and coordinating relationships, describing library practices and assigning responsibility, the process of establishing or revising policy is an organizational tool. Policy making provides the trustees, director and staff with an excellent opportunity to understand the library's community, to evaluate the library's strengths and weaknesses, to reach consensus on the library's purposes and priorities, to clarify

and strengthen relationships within the library, and to communicate the library's needs and achievements to the community at large. Policy making that achieves such multiple goals requires board participation.

Policy making begins with a statement of the issue the policy addresses.

Key questions to ask are "How does this policy contribute to the mission and goals of the library?" and "What needs and reasons are there to change this policy or make a new one?"

Typically, the board will assign a committee to make an assessment of the issue and an analysis of how the problems identified can be treated. This committee may include the director, staff members and board members. An analysis should consider:

- Long and short-range effects of enacting the policy;
- Possible positive and negative side effects of the policy;
- Estimated costs of implementing the policy, including the library budget, staff resources, building and equipment requirements and collection implications.
- Legal implications of enacting and implementing the policy.

Once the assessment and analysis are completed, the committee reports to the full board, usually with recommendations. The committee should give the board any relevant documents to be considered.

The board reviews the work and recommendations of the committee and makes the decisions that will shape the final

policy. Often, a first draft of the policy will be written by a committee assigned by the board. The Oklahoma Department of Libraries can supply sample policies for the committee to use in developing the first draft. This draft is distributed and reviewed. After responses to the draft are considered, the board completes a final draft and formally adopts the policy in a business meeting.

Once the policy is adopted, it must be introduced to the staff. Training may be required. The policy should be published and distributed to all who may be affected or concerned by it. The board can use the policy as a public relations tool to tell the community that they are working proactively to improve the library and its services.

Board participation in policy making is important because it creates understanding and consensus. Those who contribute to making policy are more likely to accept it and implement it.

A Policy List for Public Libraries

The following list of policies may be relevant to the library's need. Every library does not necessarily require every policy on the list. It is provided here to help boards check their policy accomplishments and needs. The list is arranged in the form of an outline to underscore how policies relate to one another. Listed under each policy are items that may be considered and covered when making the policy.

I. Mission and Role Statement

II. Library Board By-Laws

III. Public Service Policies

A. Eligibility for borrowing and services
    1. Resident and non-resident
    2. Programming and outreach

B. Collection Development Policy (See Appendix G for sample policy.)
    1. Mission and goals with community description
    2. Responsibility for selection
    3. Selection criteria for each format
    4. Scope and priorities of collection
    5. Selection procedures and vendor relations
    6. Evaluation, weeding and maintenance
    7. Censorship, access and challenged materials procedure
    8. Intellectual Freedom Statement, Library Bill of Rights (See Appendix D)
    9. Gifts and donations

C. Circulation Policy
    1. Loan period and renewal
    2. Confidentiality (A copy of the Oklahoma Confidentiality Law is included in Appendix H.)
    3. Reserved material
    4. Fines, damages
    5. Interlibrary loan
    6. Special collections
    7. Audiovisual equipment

D. Reference Policy

E. Facilities Policy
    1. Hours of operation
    2. Americans with Disabilities compliance
    3. Security
    4. Meeting room use
    5. Exhibits and displays
    6. Copiers and other equipment use

F. Community Relations Policy
    1. Cooperative borrowing policy
    2. Relations with Schools
    4. Volunteers
    5. Friends groups

G. Patron Behavior Policy
    1. Unattended children
    2. Respect for staff, users and library property

IV. Management Policies*
A. General
    1. Responsibility and authority
    2. Budgeting and purchasing

B. Personnel
    1. Responsibility and authority
    2. Job descriptions and classifications
    3. Salaries and benefits
    4. Hours, annual and sick leave, overtime, holidays
    5. Hiring, termination, resignations and nepotism
    6. Performance evaluation and promotion
    7. Continuing education/professional development
    8. Discipline and grievances
    9. Americans with Disabilities Act compliance
    10. Fair Labor Standards Act compliance
    11. Sexual harassment
    12. Personnel records

* The management practices of most unaffiliated or non-system public libraries in Oklahoma fall under the authority of a municipal or county government, which have their own policies governing the items listed above. This list is provided as a description of what might be included in management policy.

C. Facilities

1. Responsibility and procedure for maintenance
2. Acquisition and ownership
3. Insurance and liability
4. Emergency preparedness
5. Americans with Disabilities compliance
6. Use of equipment, vehicles, etc.

Chapter 9: Intellectual Freedom and the Library Board

Intellectual freedom is the right of access to information. Every individual has the right to define his or her information needs and to make personal choices. Please refer to the Library Bill of Rights and the Freedom to Read Statement in Appendix D. Confidentiality of library records is guaranteed by Oklahoma law (65 O.S., 1991, Section 1-105) and ensures the library user of privacy.

It is the duty of the board of trustees to protect and defend intellectual freedom. The role of a public library in a democratic society is to ensure free and open access to information and materials for all as guaranteed by the First Amendment to the Constitution of the United States.

The selection of library materials is an essential process which is strongly related to intellectual freedom. To be prepared to meet challenges to intellectual freedom, every local library board should have in place a written Collection Development Policy adopted by the board of trustees.

The Collection Development Policy, sometimes called the materials selection policy, should be developed by the board and the library director. The library is a selector, not a censor. A selector believes in the individual's right to examine and evaluate materials and make personal choices; a censor believes in examining, evaluating and choosing materials for others. The Collection Development Policy should clearly

support the right of all members of the community to have access to a wide range of materials, even if that includes items which some people might find objectionable.

The library staff and board of trustees must be aware of the contents of the Collection Development Policy. If there is a challenge to library materials, the library staff and board members must speak with one voice. A basic understanding of the library's selection policy will aid in this unity.

Two important elements that should be included in a collection development policy are:

1. A selection criteria for all types of materials
2. A policy on reconsideration of materials

For help in drafting a Collection Development Policy, call the regional consultants at the Oklahoma Department of Libraries.

When a censorship attempt occurs, the trustees and staff should keep in mind the following principle:

DO NOT DEFEND THE MATERIAL
DEFEND THE RIGHT TO READ

The following steps are recommended for every public library:

- Develop a written Collection Development Policy adopted by the board.
- Adopt the American Library Association's Bill of Rights and Freedom to Read Statement.
- Develop a clearly outlined method for handling complaints and establish responsibility for administrative authority. Complaints should be written and signed.

- Provide in-service training for trustees and staff on what to do if a challenge occurs.

- Become aware of local, municipal and state legislation relevant to censorship.

If a library faces a challenge to materials, trustees should:

- Review the American Library Association's Bill of Rights and Freedom to Read Statement.

- Contact the Oklahoma Library Association's Intellectual Freedom Committee and the American Library Association's Office of Intellectual Freedom.

- Defend the selection policy which tries to satisfy many tastes and interests.

- Be sensitive. The library board or librarian should show some degree of empathy. "I understand how you feel, but..."

- React in a responsible manner.

- Consider the rights of the whole community.

Chapter 10: The Library Director on the Board Team

The working relationships that prevail within the library set the attitudes of the staff, which in turn affect the quality and tone of service offered to the public. Chief among these working relationships is the one between the director and the trustees.

Creating a climate of understanding, trust and cordial cooperation begins with the partnership developed between the board and director.

A key to developing a smooth working relationship between board and director is knowing how their personal responsibilities are divided.

Board Responsibilities

- Employs a director, following state and local laws and regulations. Works toward a cooperative and supportive relationship with the director. Maintains open lines of communication with the director, seeks advice and involves the director in decision making as a team member. Encourages professional development. Provides incentives for success. Addresses problems before they reach a crisis stage.

- Evaluates the performance of the director and works with the director to assure staff are also evaluated by the director. Looks critically at its own performance so it can be improved.

- In cooperation with local government, provides competitive salaries and benefits for all employees. Provides continuing education opportunities and incentives.

- Develops or adopts local government personnel policies. Is aware of and observes local, state and federal laws about employment practices.

- Recommends qualified and diverse candidates for the board. Orients new members. Notifies appropriate authorities about vacancies as they occur.

Director Responsibilities

- Implements board policies. Assists the board in the governance of the library by informing the board of the status of the library and recommending policy direction for the board. Reports to the board the results of board action.

- Prepares the annual budget for approval by the board. Manages the finances of the library. Seeks grant opportunities for library support.

- Hires and directs the staff according to board policy, state laws and local regulations. Observes all federal, state and local laws regarding employment practices. Maintains personnel files, reviews job descriptions, making recommended changes to the board when needed. Implements evaluation procedures for staff. Works with board to provide adequate salaries and benefits for all and incentives for success. Utilizes staff skills as effectively as possible. Provides continuing education opportunities for the staff.

- Represents the library in negotiations, public relations and other public events.

- Plans the operations/programs of the library to complement the long-range plan of the board.

Hiring a New Director

> **Your job as a library board member is to make sure the library operates well and in the best interest of those the library serves. The board must hire a qualified director to manage the day-to-day operations of the library.**

Selecting a competent library director can be the most important single act undertaken by the board. Trustees should be aware of applicable laws and regulations, and competitive salaries and benefits. When seeking a director, some boards place more emphasis on imagination and energy, others on administrative experience, still others on education. Local conditions (the library's size, staff and resources) also affect selection. The board should work closely with local government officials to assure good communication and compliance with local rules and regulations.

The hiring process should include these basic steps:

- **Preliminary plans.** As soon as the vacancy is anticipated, the board should meet to appraise the situation and formulate a plan of action. The board should clarify with local government officials the appropriate roles, responsibilities and lines of authority for the recruitment and hiring process. If a search committee is formed, consider including a staff member, a local government official or community representative. Look at the director's job description and consider changes that may be needed. An "exit" interview with the outgoing director may be helpful. Consider the activities, responsibilities and expertise that will be required. List the desirable qualifications. Determine a salary or salary range and set a timetable for the hiring process. Review applicable laws and regulations.

- **Advertise**. Post the position in-house so that staff members are aware of the opening and encourage qualified staff to apply. Notify the Oklahoma Department of Libraries

and ask the Public Information Office to post the opening on their "Jobline." Notify appropriate personnel offices and consider placing ads in newspapers and professional journals. Ads should include the job title, duties, qualifications, salary, timelines and a contact person. An Equal Opportunity Employer statement may be required.

- **Prepare to interview**. Adopt a method for screening and ranking applications. Adopt a standard form for requesting references. Agree upon criteria for evaluating candidates. A scoring sheet may be useful. Create a list of interview questions so that all candidates are treated consistently, and the information needed for selection is gained from all candidates. Review interview questions for possible legal violations.

- **Screen applications**. Screen applications according to agreed upon criteria Select the top candidates and schedule interviews. Notify other candidates of the board's decision. Review preparation for interviews. Consider sending background information on the library and community to the final candidates. This should include the library mission statement, policy manual, goals and objectives and budgets for the last several years, as well as information on various aspects of the community, such as the industrial base, shopping, schools, churches, recreation, higher education, etc.

- **Check references**. Experience has shown that checking references thoroughly is very important. It is also important to do so appropriately and legally. If references are written, verify them.

- **Interview**. Follow the standard list of questions created earlier, but don't preclude opportunities for additional questions as conversation dictates. Allow enough time for discussion and don't schedule too many interviews in one day. Remember that the interview is a mutual evaluation process. The search committee should share with all candidates the negative, as well as the positive, aspects of the position.

- **Select the Director**. After the interviews, the board or search committee meets to review the interviews and references, discuss responses and rank the candidates in order of preference. Seek consensus. Once a decision is made, the successful candidate is officially notified. A written notice that includes agreed upon title, salary, employment conditions and deadlines is very important. The candidate should also reply in writing. Once the chosen candidate has accepted, other candidates should be notified at once. It is not advisable to give unsuccessful candidates a justification for their rejection.

- **Orient and welcome the new director**. Introduce the director to board members, the staff, appropriate community leaders and government officials. Arrange news releases and consider a library open house reception. Give the new director background information, policies, budgets, minutes, manuals, reports, etc. This trustee manual should be helpful. Take the director on a tour of the community or service area.

- **Complete the probationary period**. A six month to one year probationary period is common and advisable. Midway, a written performance evaluation should be done. Another evaluation is made at the end of the period with a decision to retain or dismiss.

Evaluating the Director

Just as the library director regularly evaluates the staff, it is the responsibility of the board to regularly evaluate the library director. An annual, formal evaluation is an essential management tool.

Evaluation should be a constructive process and include the strengths as well as the weaknesses of the director's performance. The best way to evaluate and monitor a director's effectiveness is by providing a good job description for the director and then doing a formal annual evaluation to determine how well the director is fulfilling the requirements of the job description.

The purpose of the job evaluation is:

- to give the director a clear understanding of the board's expectations and whether they are being met;
- to communicate concerns, review goals and negotiate future performance objectives;
- to summarize and document successes and failures; and
- to demonstrate sound management practices and accountability to local government officials.

Evaluation can be done by a variety of methods and be based on a wide range of criteria. Although criteria may be personal and subjective to some extent, the board should try to develop criteria that are also objective and measurable. Regardless of method and criteria used, the foundation of the performance evaluation process is a thorough job description. The job description should describe areas of responsibility, duties, and expectations. It should be revised periodically and negotiated between the director and the board. The criteria used to evaluate the director are drawn from the job description.

There is no perfect evaluation formula. The method devised should reflect local circumstances. Evaluation is continuous, but a formal method usually begins with the director and the board sitting down together to develop a list of performance criteria that are drawn from the job description and lend themselves to objective evaluation. Performance objectives may be identified and negotiated. A rating scale or form may be devised.

After criteria are set, the director periodically reports to the board on progress toward meeting performance objectives and priorities which may be adjusted according to the library's changing situation. At least once a year, a formal evaluation review is held. This should be done in a positive spirit. Accomplishments and expectations are noted in a written document. The process is repeated annually. It may be repeated more often, if necessary.

> Reward good performance. Work with the director to correct inadequate performance. If problems arise with the director's performance during the year, the board should discuss these problems with the director at that time, along with possible solutions.
>
> **AT THE TIME OF THE ANNUAL EVALUATION, THERE SHOULD BE NO SURPRISES.**

Dismissing the Director

Probably the most painful situation a public library board can face is the dismissal of the library director. Boards that hire carefully, communicate well, nurture positive working relationships and evaluate effectively should not have to experience this unpleasant task. However, when problems cannot be resolved and the relationship between the director and the board reaches a point where it cannot continue, dismissal becomes a last resort.

Directors are usually dismissed only after:

- serious infractions of board policy;
- violation of the law; or
- very poor performance coupled with unwillingness or inability to improve.

It is important that reasons for dismissal have been established by board policy and are carefully documented. The board has a responsibility to ensure that personalities and biases are not leading factors in any dismissal decision. The dismissal and/or appeals procedure should be described explicitly and allow the director a full hearing to discuss specific charges.

A board should not begin a dismissal process unless they:

- understand its implications;
- have consulted with the appropriate local government officials;
- believe their position is defensible; and,
- have obtained appropriate legal advice from city or county attorneys.

Chapter 11: Board Staff Relations

Most libraries have staff other than the director, such as the assistant director, librarians, clerks, administrative office staff and maintenance workers. Understanding the relationship of the board to staff members is vital to a smooth running library.

Only one employee reports to the board—the director. The director is responsible for hiring, supervising, evaluating and, if necessary, disciplining and dismissing staff. The director is accountable to the board for the performance of all staff. Employees need to clearly understand who gives the orders, who is accountable to whom and who has responsibility for what. To do that, the board creates clear lines of authority and accountability for employees.

The board hires the director to be the expert in management of the library, including the management of all other personnel.

> **The board has no direct responsibility for day-to-day supervision of staff other than overseeing the director. Board members have no authority to issue orders to staff or make demands of staff except through the director. The board has no direct responsibility for assessing staff performance other than the director's.**

Staff members sometimes go around the director and take concerns and complaints directly to the board or to individual board members. It is the board member's responsibility to remind the staff member about the proper procedure for concerns or complaints. The board does not act on complaints from the staff, except through a grievance procedure that is board policy. Concerns or complaints that come directly to board members should be reported to the director for resolution.

As a board member, you should show concern for the well-being of staff. The board should encourage retention of good staff by budgeting for reasonable pay and benefits, and by recognizing good staff performance.

Examples of when board members may work with staff include:

- in committee settings;
- in the long-range planning process;
- if requested by the director to make reports at the board meeting; and,
- When planning library social events.

Chapter 12: Library Agencies and Associations

Trustees soon recognize the value of improving their knowledge of national and state associations and the Oklahoma Department of Libraries. Libraries are impacted by these organizations outside their local jurisdictions. Close working relationships make possible the sharing of innovative ideas and solutions for problems.

Trustees may sometimes be hesitant about memberships in professional groups because they feel the leadership is composed primarily of librarians. However, one of the many attributes a trustee should cultivate is the conviction that trustees are professionals too! One of the great values of membership in professional associations is the exchange between trustees and librarians.

State Associations

There are several organizations in Oklahoma that can provide assistance to library trustees. These organizations offer activities related to local trustee interests and are a good way to meet trustees from other libraries in the state.

- **The Oklahoma Library Association** (OLA) is the professional association for librarians, trustees and interested persons in Oklahoma. OLA sponsors an annual conference in the spring and supports a lobbyist to represent library legislative interests at the Capitol. The committees, divisions and round tables of OLA offer an opportunity to be involved in library activities and issues beyond your own library.

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Executive Director: Kay Boies
Publication: *The Oklahoma Librarian*

- **The Trustees Division** is part of OLA. It provides educational and promotional programs designed particularly for public library trustees. These programs take place at the annual OLA conference. Workshops are sometimes offered at other times, as well.

- **FOLIO** (Friends of Libraries in Oklahoma) is a group that works to promote libraries in Oklahoma by assisting and encouraging citizens to seek library services and to support them. The organization provides consulting and financial assistance to establish local Friends groups, encourages library networking, lobbies lawmakers, seeks grants-in-aid, and develops communications programs. FOLIO has an unpaid, volunteer board of directors.

Regional Associations

In 1990, Oklahoma became affiliated with the Mountain Plains Library Association (MPLA), which includes the states of Arizona, Colorado, Kansas, Montana, Nebraska, Nevada, North Dakota, South Dakota, Utah, Wyoming and Oklahoma. This regional association holds an annual meeting usually in the fall, in conjunction with one of the member state associations.

National Associations

There are a number of national organizations that are important to trustees and librarians alike.

The American Library Association (ALA) is the national association for librarians, trustees and others interested in library concerns. ALA sponsors national conferences every summer and winter, and publishes books and journals on professional issues, including its news journal, *American Libraries*. The Washington Office of ALA is a very effective advocate in national library-related issues and concerns.

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50 E. Huron St.
Chicago, IL 60611
1-800-545-2433
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Washington Office
American Library Association
1301 Pennsylvania Avenue, N.W.
Washington, D.C. 20004
voice: 202-628-8410
fax: 202-628-8419
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The American Library Trustee Association (ALTA) is the division of ALA devoted to the concerns of library trustees. ALTA sponsors programs at national ALA conferences and publishes a newsletter for its members.
Publication: *The ALTA Newsletter*

The Public Library Association (PLA) is the division of ALA which provides similar services for public librarians. PLA sponsors its own national conferences as well as programs at ALA conferences.
Publication: *Public Libraries*

The Oklahoma Department of Libraries is a state agency, whose mission is to promote, support and implement the development and maintenance of adequate public and governmental libraries, archival and records management facilities and services throughout the state. ODL is also charged with establishing and operating a data processing and information retrieval system and a statewide network of libraries for the citizens of Oklahoma. The Department is governed by a seven-member board of directors appointed by the Governor.

The services of the State Library include a library resource sharing network composed of:

• **The OLTN** (Oklahoma Library Telecommunications Network) **cat**, a statewide union list of library holdings that provides access to over 8 million bibliographic records of public, school, academic and institutional libraries; and

• **The OLTN I&ME** (Information and Materials Exchange), which provides an interlibrary loan function to libraries. It communicates interlibrary loan transactions via computer to generate and fill requests for books, periodicals, documents and reference questions for Oklahoma libraries.

Other State Library programs which support library development:

• **Regional consultants** are assigned to each local library to provide ongoing support and expertise to assist each library in improving its service to the community.

• **Public Library Standards** is a performance measures based program which encourages the ongoing development of quality library service in Oklahoma. The program is based on *Levels of Library Development*, a manual developed by a joint committee of OLA and ODL, that outlines standards for Oklahoma public libraries. Performance measures scores are published annually, and libraries can then compare their development with libraries of similar size.

• **OTIS** (Oklahoma Telecommunications Interlibrary System) provides interlibrary loan access for out-of-state requests.

• **Public Librarian Certification**, a voluntary program, improves library service to people in Oklahoma by developing the skills of public library staff members. There are seven levels of certification. Depending on the level, individuals must

meet certain work experience and/or educational requirements. To renew a certificate, 40 hours of continuing education must be completed in three years.

- **The Oklahoma Summer Reading Program** provides thematic materials, such as bookmarks, posters, reading logs and a programming manual, to all participating public libraries in the state. Workshops in the creative use of these materials is also provided in various locations.

- **Continuing Education** opportunities are offered by the Oklahoma Department of Libraries through Institute in Public Librarianship and workshops for librarians and trustees. Other continuing education possibilities are offered by OLA, library systems, Vo-Techs and national sponsors, such as ALA, PLA and MPLA.

- **Library Services and Construction Act** (LSCA) authorizes federal aid for libraries and is administered by the Oklahoma Department of Libraries. These funds are an annual appropriation to ODL to provide services and assistance to libraries.

There are six titles under this act: *Title I*: assistance to public libraries in library development and to provide services; *Title II*: to assist public libraries in the construction and renovation of public library buildings; *Title III*: to facilitate statewide resource sharing between public and other types of libraries; *Title IV*: Library Service to Indian Tribes; *Title V*: Foreign Language Materials; and *Title VI*: Literacy Programs.

LSCA is expected to change within the next few years and become the Library Services and Technology Act. For current information on federal funds for libraries, contact the Oklahoma Department of Libraries.

The State Library's Information Services:

- **The Oklahoma Publications Clearinghouse** is a central collection and distribution point for the thousands of pamphlets, brochures, annual reports and other publications produced by state government. Copies are distributed to a

network of 15 other depositories across Oklahoma, plus the Library of Congress, thus providing citizens with convenient geographic access to state publications.

- **The Oklahoma State Archives** is located on the third floor of the Allen Wright Memorial Library. This non-circulating collection of valuable state government records includes such materials as the files of past governors, the original field notes dating from 1870 to 1904 on surveys of lands which later became Oklahoma, the Confederate pension fund records, Senate and House Bill Resolutions from 1907 to the present, records of State Supreme Court Cases and records of the Office of Secretary of State.

- **The U. S. Government Information Division** is a collection that includes copies of all federal publications sent to 11 depository libraries. Documents are available in printed, microform or electronic formats. Materials may be borrowed through interlibrary loan.

- **The Oklahoma Records Center** provides state agencies with micrographics and reference services, records destruction analysis and training in the efficient handling of records. The division economically houses many state government records.

- **The Jan Eric Cartwright Memorial Law Library**, located in the capitol building, continues a mission established by the first territorial library: to provide prompt, confidential, accurate and unbiased information to Oklahoma's governor, legislators, judges and state personnel. The library provides legislative and legal reference to state government and the general public. It houses more than 89,000 volumes of extensive law, legislative and demographic collections. The library is a major resource on state government and the legislative process. Staff use a variety of databases which provide rapid access to information.

- **The Allen Wright Memorial Library** also houses General Reference and Information Services, as well as Interlibrary Loan service. The staff administers the library's circulating collection of 300,000 volumes, which serves as a major back-up collection for libraries in the state.

- **The Oklahoma Room** contains a unique collection of 20,000 volumes written about Oklahoma or by Oklahomans. The room's vertical files contain hundreds of clippings and pamphlets about the state, its people and native authors. This non-circulating collection, with its emphasis on Oklahoma and Indian history, is one of the state's major centers for research.

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200 N. E. 18th Street
Oklahoma City, OK 73105
405-521-2502
1-800-522-8116
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Director: Robert L. Clark, Jr.

Selected Publications:

ODL Source
Roster and Statistics of Oklahoma Public and Institutional Libraries
Oklahoma Almanac
Levels of Library Development
Who is Who in the Oklahoma Legislature
Summer Library Program Manual

Appendix A: Glossary

AACRII - Anglo-American Cataloging Rules, 2nd edition. The standard set of rules for cataloging used by many libraries in the United States, Canada and England.

Academic Library - The library of a college, university, junior college or other institution of higher education, organized to meet the information needs of students, faculty and staff.

Access - Availability of the library and its services to residents of a specific service area. The ability to reach sources of information through a library and its cooperative links to other sources.

Accredited Library School - A college or university offering a library education program meeting standards set by the American Library Association and officially accredited by a committee of the ALA.

Acquisitions - The activities related to obtaining library materials.

ACRL - Association of College and Research Libraries. A forum of the Oklahoma Library Association and the American Library Association.

ADA - Americans with Disabilities Act. This Act gives civil rights protection to individuals with disabilities; it impacts libraries as service providers and employers.

ALA - American Library Association. The largest and oldest national library association in the world.

ALTA - American Library Trustee Association. A division of the American Library Association.

AMIGOS - Established in 1974 as a regional OCLC bibliographic utility network representing the southwest. OCLC deals directly with AMIGOS and AMIGOS has membership agreements with individual locations such as ODL, OU, OSU, etc. to provide cataloging, interlibrary loan, acquisitions and other activities.

Annotation - A note, which accompanies an entry in a bibliography, reading list or catalog, intended to describe or evaluate the item.

Audiovisual Materials - Non-print materials such as recordings, films, filmstrips, cassettes, CDs and works of art.

Authority File - An official list which establishes, for consistency, the authoritative forms of headings to be used in a catalog.

Automated Circulation System - A computer system (hardware/software) that is used to support basic library functions, such as acquisitions, cataloging and circulation.

Baker & Taylor - See Jobber.

Bibliographic Access - A systematic way of organizing materials so they can be identified and found readily by author, title or subject.

Bibliographic Utility - A computer-based network offering support functions to libraries, particularly in cataloging and technical services. See OCLC and AMIGOS.

Bibliographic Records - The cataloging information used to describe and access an item.

Bibliography - A list of documents which usually have something in common, such as "by a given author" or "on a given subject."

BIP - Books in Print. A listing available as a multi-volume print set or on CD-ROM of currently available titles. Used for ordering books.

Book Processing - The activities for preparing books for use, including putting on jackets, labels, book pockets and cards and stamping ownership marks. Part of technical services or processing.

Books and Materials Selection - The process of deciding what to buy for the library. Selection is usually based on a policy adopted by the library board, the goals and objectives of the library, use of selection tools, funds available and the skill of the library staff in responding to local needs. Materials include books, periodicals, videos, computer software, compact discs, etc.

BroDart - See Jobber.

Budget - An overview of library funding prepared annually and approved by the appropriate governing agencies. Categories may include salaries, employee benefits, books and materials, supplies, equipment, utilities, contractual services and capital outlay.

Call Numbers - The classification number on an item of library material used to mark the item, shelve it properly, list it in the catalog and find it for a user. The Dewey Decimal and the Library of Congress are two classification systems.

Catalog - A list (on cards, microform or computer) of the materials held by a library. As a verb, to create such a list.

Cataloger - A librarian who performs descriptive or subject cataloging. May also perform related tasks, such as classifying or creating a shelf list.

CCC - Copyright Clearance Center. An organization created by authors, publishers, and users of copyrighted materials to provide a central source for authorizations to use materials and to collect and distribute royalty fees.

CD - Compact Disc. A high capacity storage device using laser technology to read data in digital form.

CD-ROM - Compact Disc—Read Only Memory. A storage method where information is placed on a computer disc and is retrievable through a computer.

CE - Continuing education.

Censorship - Action taken to prevent others from having access to a book or information; a public objection to words, subjects or information in books, films, and other media with the idea of depriving others from reading or viewing them.

Children's Services - Library services specifically designed to meet the needs of children up to age 14.

CIP - Cataloging in Publication. The program started by the Library of Congress which gathers bibliographic data on a book before publication; a book's bibliographic record, usually found on the back of the title page.

Circulation - The lending of library materials to borrowers; statistics showing a count of materials checked out; the department that checks materials in and out and also reshelves returned materials.

Circulation System - The policies and procedures used in a library for lending materials to users and keeping records of the loans.

Citation - A note referring to a published work from which a passage is quoted.

Classification System - A system for arranging books and other materials according to subject or form. The system most commonly used by public libraries is the Dewey Decimal Classification.

Collection Development - A term that covers the activities related to the building of a library collection: setting selection policy, assessing user needs, studying collection use, selecting materials, maintaining the collection, weeding, etc.

Collection - A one-word term for the library's total holdings.

Cooperation - A group of libraries banded together by an agreement which states common services to be provided, such as cooperative book buying, cataloging, and reference service.

Copyright - The exclusive privilege of publishing and selling a work granted by a government to an author, composer, artist, publisher, etc. Libraries have a special interest in fair use of copyrighted material.

CPU - Central Processing Unit. This is the main piece of hardware (brains) of a computer system.

Database - A collection of information stored in a computer for ease of searching and retrieval.

Depository Library - A library which is legally designated to receive free copies of all or selected federal government publications and make them available to the public.

Descriptive Cataloging - The part of cataloging concerned with describing the physical details of a book, such as the form and choice of entries and the title page transcription.

Dewey Decimal Classification - A subject classification system for books developed by Melvil Dewey (1851-1931) that divides all knowledge into ten classes arranged in number sequence and further divided by a decimal system.

DIALOG - DIALOG Information Services, Inc. An online database service from a vendor, which offers access to a wide range of full-text and bibliographic databases. It is not an abbreviation or acronym, but is always in caps.

E-Mail - Electronic mail. Messages sent through a communications network from one computer to another.

End User - A library user who requests and uses information obtained from an online search.

EPIC - An online reference service provided by OCLC for subject and keyword searching of databases.

ERIC - Educational Research Information Clearinghouse. An organization sponsored by the U. S. Department of Education, which acquires, processes, stores and disseminates important educational literature through 16 clearinghouses across the U.S.; an online database containing bibliographic information about educational literature.

Fair Use - The special conditions—criticism, news, teaching or research—under which all or portions of a copyrighted work may be reproduced without infringing upon the copyright laws.

Fee-Based Information Service - A term covering many kinds of individuals and enterprises providing library and information services for a fee, such as information brokers and freelance librarians.

Fiber Optics - A communications system which uses very thin strands of glass to conduct information coded in pulses of light.

File - Any organized collection of data, documents or records.

FirstSearch - An electronic information service offered by OCLC that locates records about books, articles, theses, films, computer software and other types of material. FirstSearch offers more than 40 reference databases. With the citation or abstract obtained through FirstSearch, users can request materials through interlibrary loan or purchase photocopies.

Floor Load Capacity - The weight of material that a floor can safely accommodate. Of special importance in areas holding library stacks and vertical files.

FLSA - Fair Labor Standards Act. A federal law that establishes minimum wage, overtime pay, record keeping and child labor standards.

FOLIO - Friends of Libraries in Oklahoma.

FOLUSA - Friends of Libraries USA.

Friends - Local groups organized to support, assist and raise money for their libraries.

Fundraising - The ongoing effort to secure adequate funds for good public library service is a fundamental responsibility of library boards. Tax exempt foundations, endowments, Friends groups, direct mail campaigns and personal contacts are techniques commonly used by libraries.

Gateway - A hardware/software combination that links computer systems with different protocols. Gateways translate and route data.

Government Document - Any publication, whether in book, serial or non-print form, bearing the imprint of a federal, state, local or foreign government or of an intergovernmental organization.

GPO - Government Printing Office. A source of federal government publications.

Hardware - The physical components of a computer system.

Holdings - All the materials in the possession of a library.

Hypertext - A type of information retrieval system using Windows which allows the user to do multidimensional searches of semantic networks and text databases.

I&ME - Information and Materials Exchange. An online interlibrary loan computer program developed by ODL which works with the OLTN program.

ILL - Interlibrary loan.

Index - A guide, usually in alphabetical, chronological or numerical order, to the topics and names included in a document or a collection of documents.

Ingram - See Jobber.

Integrated Library System - A group of automated library subsystems working together and communicating within the same set or system of software to control such activities as circulation, cataloging, acquisitions and serial control.

Intellectual Freedom - The responsibility of public libraries to safeguard the free and open exchange of information and ideas by a collection representing all viewpoints and equal service to all members of the community.

Interlibrary Loan - A system of interlibrary cooperation which allows libraries to obtain from other libraries books and information for their users.

Internet - An international system of computer networks through which libraries and others may communicate and share information via electronic mail, databases and other methods.

Inventory - A check of the library collection against the shelf list to determine missing items; the physical listing of all records or documents in a collection.

ISBN - International Standard Book Number - A unique identification number printed in books by international agreement.

Jobber - A wholesale book dealer who supplies many titles from different publishers and sells them to libraries and retailers. Other services, such as library bindings, inhouse cataloging and book processing are often available. Major jobbers serving public libraries include Baker & Taylor, Bro-Dart and Ingram.

Keyword - A word used during an information retrieval search to find a particular word in an author, title, abstract or subject field. This is especially useful when the word is not used as a recognized subject term within the index being searched.

LC - Library of Congress. The unofficial national library of the U.S., which serves Congress and provides many services to all types of libraries.

Library of Congress Classification - A subject classification system for books devised by the LC that divides knowledge into 21 subject areas and has a notation of letters and numbers that allows for expansion. It is used primarily in academic and special libraries.

LJ - *Library Journal*. A professional journal widely read by librarians.

Lobbying - Contacting local, state and national government officials to support funding and initiatives which improve libraries. Lobbying is a major responsibility of library trustees. Legislators can be contacted by personal visits, telephone calls, letters and faxes.

LSCA - Library Services and Construction Act. The law which provides federal funding for various library services. In Oklahoma it is administered by the Oklahoma Department of Libraries. This law is expected to be changed by Congress to the Library Services and Technology Act in 1996.

Main Entry - The basic catalog entry for a document, usually the author entry, giving all the information necessary for the complete identification of the item.

MARC - Machine Readable Cataloging. Developed by the Library of Congress, MARC is a standard way of putting the description of a book or other item into a machine readable record to permit sharing with another machine.

Materials Selection - See Books and Materials Selection.

Microform - A generic term for any medium which contains miniaturized records, such as microfilm or microfiche.

MLS - Masters in Library Science. Might also be MALS or MSLS. The graduate degree for a professional librarian.

MPLA - Mountain Plains Library Association. An 11 state regional library association to which the Oklahoma Library Association belongs.

Multi-County Library System - Authority for two or more counties to join together to provide equitable public library service to all persons within the system. Governed by Chapter A, Article 4 of Title 65 of the Oklahoma Statutes, systems are established by a vote of the people in the counties, supported by a permanent levy from 1 to 6 mills, and provide more comprehensive, cost effective and efficient public library service.

National Information Superhighway - Has become synonymous with the Internet but originated with the 1993 National Information Infrastructure (NII) policy. This document described the information superhighway as "a seamless web of communication networks, computers, databases and consumer electronics that will put vast amounts of information at users' fingertips."

NCLIS - National Commission on Libraries and Information Services.

Network - Two or more organizations engaged in a common pattern of information exchange through communications links, for some common objectives; an assemblage of computers that communicate with one another through standardized addresses and connections; a network of libraries.

NREN - National Research and Education Network. A proposed federally-aided network using existing Internet pathways and nodes, now being discussed and planned.

Non-Print Materials - Any library materials which do not come within the definition of a book, periodical, pamphlet, or other printed material and which require special handling, such as audiovisual items, microforms and computer software.

OASLMS - Oklahoma Association of School Library Media Specialists, a division of the Oklahoma Library Association.

OCLC - Online Computer Library Center. An Ohio institution established for the sharing of cataloging information among libraries and now the vendor and maintainer of a very large database of bibliographic records and of the means for accessing that data for cataloging, interlibrary loan and reference uses.

ODL - Oklahoma Department of Libraries. The state library of Oklahoma that serves public libraries and state government.

OLA - Oklahoma Library Association. The state professional association with members from public, academic, school and special libraries.

OLTN - Oklahoma Library Technology Network.

OLTNcat - Oklahoma Library Technology Network Catalog. OLTNcat is a statewide catalog currently on CD-ROM that lists holdings for more than 700 Oklahoma libraries.

ONENET - Oklahoma's statewide telecommunications system. Primarily for Oklahoma education and government. This network will communicate video and data services through 33 regional hubsites.

Online - A method for interacting directly with a computer; information available through such interaction.

Online Search - A literature search of databases through a computer, usually performed by an online searcher as a part of reference service.

OP - Out of Print. The term used for a book which the publisher no longer stocks and no longer prints.

OPAC - Online Public Access Catalog. An electronic "card catalog" with access through computers.

ORACL - Oklahoma Research and Community Library Network. ORACL connects online catalogs and databases primarily in the northeastern part of the state.

OSHA - Occupational Safety and Health Act.

OTIS - Oklahoma Telecommunications Interlibrary System is an OCLC-based interlibrary loan service provided by ODL.

Output Measures - Methods devised for measuring a library's performance, as determined by use of the library's resources and services.

PAC - Public Access Catalog. An electronic "card catalog" for the public. This can be a CD catalog of a fixed set of data or it can be an online catalog connected directly to the library computer files. Public access can be in the library or by dial-up.

PC - Personal Computer. Generic term for a microcomputer.

Periodical - A type of serial publication which is issued regularly and generally more frequently than annually, each issue of which is numbered and dated consecutively and contains separate stories, articles and other writings. Example: a magazine.

Periodical Index - A subject index to a group of periodicals, usually issued at short intervals and cumulated (an example is the *Readers' Guide to Periodical Literature*).

PLA - Public Library Association. A division of the American Library Association.

Planning - The process by which the library envisions its future and develops the necessary objectives and actions to achieve those future goals. Consultants from the Oklahoma Department of Libraries are available to work with trustees, directors and other library supporters to develop long range plans for individual libraries.

Policies - A written statement, approved by the library board, stating the library's official position on an issue. Two fundamental library policies are materials selection and circulation.

Processing - Catch-all term for preparing books and other materials to be made available to the library's users. Some materials are ordered pre-processed or ready for the shelf. Processing may include cataloging, preparation of cards, putting in book pockets and attaching protective covers.

Public Library - A community library that is supported by public taxes and serves all residents of the area.

Public Library Division - A unit of the Oklahoma Library Association.

Range - One row of several sections of single or double-faced shelving or bookcases.

Ready Reference - A part of reference service concerned with questions of a factual nature which can be answered quickly, often from dictionaries, almanacs, directories and other standard sources.

Reference Interview - The interpersonal communication between a reference librarian and a library user to determine the precise information needs of the user.

Research Library - A library which contains an in-depth collection for exhaustive investigation in a particular subject field, such as a technical library, or in several subject fields, such as a university library.

Reserve - A collection of high-demand library items kept separate from the main collection to support high and frequent use.

Resource Sharing - Any means by which information and/or materials in one library are available to users of another library.

Retrospective Conversion - The process of converting information from a traditional card catalog to an electronic format.

RFP - Request for Proposal. The document issued to advertise for vendor proposals, such as automation, equipment and/or software. Usually the RFP contains detailed specifications of the goods or services wanted.

Search - The act of making inquiry into a database to get information related to a specified subject or set of words.

Sequoyah Children's Book Award - The Oklahoma Children's book award sponsored by the Oklahoma Library Association. Children in grades three to six vote annually on their favorite book from a list selected by members of the Sequoyah Committee.

Sequoyah Young Adult (YA) Book Award - Same as above, except for young adults, grades seven through nine.

Serial - Any publication issued in successive parts and bearing numerical or chronological descriptions.

Series - Separate, independent works, usually related by subject, issued at different times under a collective title. Example: *The Rivers of America* series.

Shelf Reading or Reading Shelves - The examination of the arrangement of books, etc., on the shelves to ensure the material is in order.

Shelf List - A kind of catalog or inventory of items as they appear on the library shelf.

Software - The programs contained on discs that tell the computer what to do.

Special Library - A library serving a special purpose or clientele, e.g., a library in a private business, hospital, governmental agency, etc. ODL is a special library.

Stacks - The area in which a series of bookcases or sections of shelving are arranged in rows or ranges and used for the storage of the library's collections.

State Aid - State Aid is appropriated by the Oklahoma legislature for annual distribution to qualifying libraries on a per capita basis. Library systems are also allotted an amount based on area served.

Subject Heading - A word or group of words indicating a subject under which all material dealing with the same theme is entered in a catalog, bibliography, index or file.

Subject Cataloging - The part of cataloging concerned with creating and assigning headings for books and documents.

Summer Reading Program - Special programs and materials offered to children by public libraries during the summer to promote reading and use of the library. ODL provides free materials to libraries each summer; a few libraries choose to provide their own materials.

Technical Services or Processing - All the activities related to obtaining, organizing and processing library items and maintaining them with repairs and renovation.

Title Page - The page at the beginning of a book which states the title, author's name, edition and imprint.

Trustees - Persons who serve on a library system governing board who are legally responsible for the administration and management of a library; persons serving on library boards in an advisory capacity.

Trustees' Division - A unit of the Oklahoma Library Association.

Turnkey Library System - A complete information processing system provided by a vendor, including hardware, software, installation and training.

Union List of Serials - A central listing of magazines, annuals, quarterlies and other publications published under the same title at periodic intervals, and which shows the location of each item listed.

Vertical File - A file of pamphlets, clippings, pictures or other documents kept in a filing cabinet and arranged for ready reference, generally by subject. Sometimes called the pamphlet file or information file.

Weeding - Removing from the collection books and other library materials no longer up-to-date or useful to library users; keeps a collection current, makes space for new materials and provides on-going evaluation of the library's material and its use.

WHCLIS - White House Conference on Libraries and Information Services.

Appendix B:
Sample City Ordinance

SAMPLE

Ordinance NO. _____

AN ORDINANCE PROVIDING FOR LIBRARY SERVICE TO THE CITY (OR TOWN) OF

_____.

BE IT ORDAINED BY THE MAYOR AND CITY COUNCIL OF THE CITY (OR TOWN) OF_____.

SECTION 1. It is the desire and intent of the governing body of the city (or town) of _____ to provide free public library service to the residents of the city (or town) of _____, for the benefit of the city (or town), the State, and the Nation.

SECTION 2. The _____Public Library is hereby established.

SECTION 3. The _____Public Library shall be governed by a Board of Directors consisting of five (5) members selected from the residents of the city (or town) of _____with reference to their fitness for such office by the Mayor and city (or town) council. All library board directors shall serve thereon without compensation.

SECTION 4. Said board members shall hold office for a term of (3) three years from the first day of May following their appointment, and their terms shall be staggered. Vacancies in the library Board of Directors shall be filled in the same manner as original appointments.

SECTION 5. Any member of the Board may be removed by the appointing authority for misconduct or neglect of duty.

SECTION 6. Immediately after the initial appointment, the Board of Directors shall meet and organize by electing one Director as president, one Director as secretary, and by electing other such officers as the Board may deem necessary.

They shall adopt such rules and regulations for their own guidance and for the governance and operation of the library as may be expedient and not inconsistent with the Ordinance and laws of Oklahoma, subject to approval of the Mayor and council of the city (or town) of _____.

SECTION 7. The Board shall, with the approval of the Mayor and the city (or town) council, appoint a suitable librarian and assistants and set their compensation. The librarian shall be the administrative officer of the library. The Board shall recommend an annual budget to the governing body of the city (or town). The Board shall set the policies of the library, control the expenditure of all moneys collected and placed to the credit of the library, supervise and care for the grounds, rooms, or buildings constructed, leased or set aside for the library.

SECTION 8. All moneys received by the Board on account of the operation of the library shall be paid to the city treasurer, who shall deposit the same in the municipal treasury in a special and separate account designated the "library fund." Such moneys shall be paid out only upon warrants authorized by the library Board of Directors.

SECTION 9. The library Board of Directors shall make, on or before the thirty-first day of July in each year, an annual report to the Mayor and the city (or town) council. Such report shall include the condition of its trust on the thirtieth day of June; the various sums of money and property received

by the library and how such moneys have been expended; the budget for the library for the next fiscal year; and statistics on the general character and number of books and periodicals which are on hand, are lost, have been added, have been loaned out; and the number of persons making use of the library during the year. A similar report shall be filed electronically at that time with the Oklahoma Department of Libraries.

SECTION 10. The Mayor and city (or town) council shall annually appropriate to the library Board of Directors from funds available to the city (or town) such moneys as are deemed necessary to operate and maintain the _____Public Library for the educational and cultural enrichment of the citizens of _____.

SECTION 11. All ordinances and parts of ordinances in conflict herewith are hereby repealed.

SECTION 12. This ordinance shall be in force and take effect from and after its passage, approval and publication as required by law.

Passed by the council this _____day of _____,19____
Approved by the Mayor this _____day of _____, 19____

Attest:
_____, City Clerk
_____Mayor

11 OS 1995 Supp. 31-102.

Appendix C: Sample Agenda

SAMPLE

NOTICE OF MEETING

YOUR TOWN PUBLIC LIBRARY
Board of Directors
Regular Meeting
Date:_____ Time:_____
Place: Library

This notice of meeting has been filed in the office of the Municipal Clerk in conformity with the Oklahoma Open Meeting Act.

AGENDA

1. Call to Order.

2. Roll call, declaration of a quorum present.

3. To discuss and consider approval of the minutes.

4. To discuss and consider approval of the financial report.

5. To discuss and consider approval of Librarian's report.

6. To discuss and consider approval of _____.

7. To discuss and consider approval of _____.

8. To hear reports from officers, boards and committees. (list in detail)

9. To hear unscheduled public appearances. (list)

10. Adjournment.

Open Meeting Act requires individual votes and minutes that reflect how each person voted.

Example: Sandy Ellison moved and Gary Phillips seconded that the minutes of the last meeting be approved as mailed. Vote: Dietrich - yes; Ellison - yes; Mohr - yes; Phillips - yes; Van Hoy - yes.

Appendix D: The Freedom to Read

Freedom To Read Statement

The freedom to read is essential to our democracy. It is continuously under attack. Private groups and public authorities in various parts of the country are working to remove books from sale, to censor textbooks, to label "controversial" books, to distribute lists of "objectionable" books or authors, and to purge libraries. These actions apparently rise from a view that our national tradition of free expression is no longer valid; that censorship and suppression are needed to avoid the subversion of politics and the corruption of morals. We, as citizens devoted to the use of books and as librarians and publishers responsible for disseminating them, wish to assert the public interest in the preservation of the freedom to read.

We are deeply concerned about these attempts at suppression. Most such attempts rest on a denial of the fundamental premise of democracy: that the ordinary citizen, by exercising his critical judgment, will accept the good and reject the bad. The censors, public and private, assume that they should determine what is good and what is bad for their fellow citizens.

We trust Americans to recognize propaganda, and to reject it. We do not believe they need the help of censors to assist them in this task. We do not believe they are prepared to sacrifice their heritage of a free press in order to be "protected" against what others think may be bad for them. We believe they still favor free enterprise in ideas and expression.

We are aware, of course, that books are not alone in being subjected to efforts at suppression. We are aware that these efforts are related to a larger pattern of pressures being brought against education, the press, films, radio, and television. The problem is not only one of actual censorship. The shadow of

fear cast by these pressures leads, we suspect, to an even larger voluntary curtailment of expression by those who seek to avoid controversy.

Such pressure toward conformity is perhaps natural to a time of uneasy change and pervading fear. Especially when so many of our apprehensions are directed against an ideology, the expression of a dissident idea becomes a thing feared in itself, and we tend to move against it as against a hostile deed, with suppression.

And yet suppression is never more dangerous than in such a time of social tension. Freedom has given the United States the elasticity to endure strain. Freedom keeps open the path of novel and creative solutions, and enables change to come by choice. Every silencing of a heresy, every enforcement of an orthodoxy, diminishes the toughness and resilience of our society and leaves it the less able to deal with stress.

Now as always in our history, books are among our greatest instruments of freedom. They are almost the only means for making generally available ideas or manners of expression that can initially command only a small audience. They are the natural medium for the new idea and the untried voice from which come the original contributions to social growth. They are essential to the extended discussion which serious thought requires, and to the accumulation of knowledge and ideas into organized collections.

We believe that free communication is essential to the preservation of a free society and a creative culture. We believe that these pressures towards conformity present the danger of limiting the range and variety of inquiry and expression on which our democracy and our culture depend. We believe that every American community must jealously guard the freedom to publish and to circulate, in order to preserve its own freedom to read. We believe that publishers and librarians have a profound responsibility to give validity to that freedom to read by making it possible for the readers to choose freely from a variety of offerings.

The freedom to read is guaranteed by the Constitution. Those with faith in free people will stand firm on these constitutional guarantees of essential rights and will exercise the responsibilities that accompany these rights.

We therefore affirm these propositions:

1. It is in the public interest for publishers and librarians to make available the widest diversity of views and expressions, including those which are unorthodox or unpopular with the majority.

Creative thought is by definition new, and what is new is different. The bearer of every new thought is a rebel until that idea is refined and tested. Totalitarian systems attempt to maintain themselves in power by the ruthless suppression of any concept which challenges the established orthodoxy. The power of a democratic system to adapt to change is vastly strengthened by the freedom of its citizens to choose widely from among conflicting opinions offered freely to them. To stifle every nonconformist idea at birth would mark the end of the democratic process. Furthermore, only through the constant activity of weighing and selecting can the democratic mind attain the strength demanded by times like these. We need to know not only what we believe but why we believe it.

2. Publishers, librarians, and booksellers do not need to endorse every idea or presentation contained in the books they make available. It would conflict with the public interest for them to establish their own political, moral, or aesthetic views as a standard for determining what books should be published or circulated.

Publishers and librarians serve the educational process by helping to make available knowledge and ideas required for the growth of the mind and the increase of learning. They do not foster education by imposing as mentors the patterns of their own thought. The people should have the freedom to read and consider a broader range of ideas than those that may be held by any single librarian or publisher or government or church. It is wrong that what one can read should be confined to what another thinks proper.

3. It is contrary to the public interest for publishers or librarians to determine the acceptability of a book on the basis of the personal history or political affiliations of the author.

A book should be judged as a book. No art or literature can flourish if it is to be measured by the political views or private lives of its creators. No society of free men can

flourish which draws up lists of writers to whom it will not listen, whatever they may have to say.

4. There is no place in our society for efforts to coerce the taste of others, to confine adults to the reading matter deemed suitable for adolescents, or to inhibit the efforts of writers to achieve artistic expression.

To some, much of modern literature is shocking. But is not much of life itself shocking? We cut off literature at the source if we prevent writers from dealing with the stuff of life. Parents and teachers have a responsibility to prepare the young to meet the diversity of experiences in life to which they will be exposed, as they have a responsibility to help them learn to think critically for themselves. These are affirmative responsibilities, not to be discharged simply by preventing them from reading works for which they are not yet prepared. In these matters taste differs, and taste cannot be legislated; nor can machinery be devised which will suit the demands of one group without limiting the freedom of others.

5. It is not in the public interest to force a reader to accept with any book the prejudgment of a label characterizing the book or author as subversive or dangerous.

The idea of labeling presupposes the existence of individuals or groups with wisdom to determine by authority what is good or bad for the citizen. It presupposes that each individual must be directed in making up his mind about the ideas he examines. But Americans do not need others to do their thinking for them.

6. It is the responsibility of publishers and librarians, as guardians of the people's freedom to read, to contest encroachments upon that freedom by individuals or groups seeking to impose their own standards or tastes upon the community at large.

It is inevitable in the give and take of the democratic process that the political, the moral, or the aesthetic concepts of an individual or group will occasionally collide with those of another individual or group. In a free society each individual is free to determine for himself what he wishes to read, and each group is free to determine what it will recommend to its freely associated members. But no group has the right to

take the law into its own hands, and to impose its own concept of politics or morality upon other members of a democratic society. Freedom is no freedom if it is accorded only to the accepted and the inoffensive.

7. It is the responsibility of publishers and librarians to give full meaning to the freedom to read by providing books that enrich the quality and diversity of thought and expression. By the exercise of this affirmative responsibility, bookmen can demonstrate that the answer to a bad book is a good one, the answer to a bad idea is a good one.

The freedom to read is of little consequence when expended on the trivial; it is frustrated when the reader cannot obtain matter fit for his purpose. What is needed is not only the absence of restraint, but the positive provision of opportunity for the people to read the best that has been thought and said. Books are the major channel by which the intellectual inheritance is handed down, and the principal means of its testing and growth. The defense of their freedom and integrity, and the enlargement of their service to society, requires of all bookmen the utmost of their faculties, and deserves of all citizens the fullest of their support.

We state these propositions neither lightly nor as easy generalizations. We here stake out a lofty claim for the value of books. We do so because we believe that they are good, possessed of enormous variety and usefulness, worthy of cherishing and keeping free. We realize that the application of these propositions may mean the dissemination of ideas and manners of expression that are repugnant to many persons. We do not state these propositions in the comfortable belief that what people read is unimportant. We believe rather that what people read is deeply important; that ideas can be dangerous; but that the suppression of ideas is fatal to a democratic society. Freedom itself is a dangerous way of life but it is ours.

This statement was originally issued in May of 1953 by the Westchester Conference of the American Library Association and the American Book Publishers Council, which in 1970 consolidated with the American Educational Publishers Institute to become the Association of American Publishers.

Adopted June 15, 1953; revised January 28, 1972, by the ALA Council.

Library Bill of Rights

The American Library Association affirms that all libraries are forums for information and ideas, and that the following basic policies should guide their services.

1. Books and other library resources should be provided for the interest, information and enlightenment of all people of the community the library serves. Materials should not be excluded because of the origin, background, or views of those contributing to their creation.

2. Libraries should provide materials and information presenting all points of view on current and historical issues. Materials should not be proscribed or removed because of partisan or doctrinal disapproval.

3. Libraries should challenge censorship in the fulfillment of their responsibility to provide information and enlightenment.

4. Libraries should cooperate with all persons and groups concerned with resisting abridgment of free expression and free access to ideas.

5. A person's right to use a library should not be denied or abridged because of origin, age, background, or views.

6. Libraries which make exhibit spaces and meeting rooms available to the public they serve should make such facilities available on an equitable basis, regardless of the beliefs or affiliations of individuals or groups requesting their use.

Adopted June 18,1948; amended February 2, 1961, June 27, 1978, and January 23, 1980, by the ALA Council.

Appendix E: State Aid Grants

OKLAHOMA DEPARTMENT OF LIBRARIES
RULES AND REGULATIONS
FOR STATE AID GRANTS
TO PUBLIC LIBRARIES

ADOPTED MARCH 28, 1991

Eligibility Regulations

A. Basic Requirements

1. The following Rules and Regulations for State Aid Grants to public libraries shall take effect July 1, 1991.

2. Libraries must meet the definition of a public library as given in the current Oklahoma public library standards. (*OLA/ODL Levels of Library Development*, 3rd ed., 1993, p. 2.)

3. Libraries must be legally established and operating according to Oklahoma Statutes, Title 65, Article 4, Section 101; Title 11, Article 31, Section 101 and article 10, Section 10A of the Oklahoma Constitution.

   Definitions: The following words or terms, when used in this section, shall have the following meanings, unless the context clearly indicates otherwise.

Bibliographic Access means the provision of author, title and subject indexes to the library materials and classification using either the Dewey or the Library of Congress classification systems.

Free Library Service means that libraries will provide circulation of books and library materials and admittance to library programs without charge in their service area, i.e., town, city, county or library system.

Library System means libraries organized under Title 65, Article 4 of the Oklahoma Statutes and funded under Article 10, Section 10A of the Oklahoma Constitution.

Long Range Plan means a written strategy, officially adopted by the library board, for action for improvement of library service over a specified period of time .

Statement of Purpose means a written declaration, officially adopted by the library board, of the role the library has chosen to serve in its community.

B. User Services

1. Libraries must provide free library service.

2. Libraries shall be open to the public the minimum number of hours stipulated in the following schedule. These hours shall be maintained year round. Single county systems organized under 65 O.S. 1991 Sections 151-161 which have branch libraries may aggregate their hours, if, discounting overlap, the citizens are served according to the following schedule:

(a) cities and towns under 2,000 population will be open 15 hours a week. The schedule will include at least two hours after 5 p.m. each week;

(b) cities and towns with at least 2,000 but less than 5,000 people, will be open 30 hours a week. The schedule will include at least two hours after 5 p.m. each week and three hours on Saturday;

(c) cities with at least 5,000 but less than 10,000 people, will be open 35 hours a week. The schedule will include at least four hours after 5 p.m. each week and three hours on Saturday;

(d) cities with at least 10,000, but less than 25,000 people, will be open 50 hours a week. The schedule will include at least eight hours after 5 p.m. each week and four hours on Saturday; and

(e) cities with 25,000 people or more will be open 60 hours a week. The schedule will include seven hours on Saturday.

3. Libraries must have a telephone located in the library with a listed number.

C. Administration and Finance

1. Legally established libraries that are not part of a library system must submit an annual report for the preceding year to the Department of Libraries by August 15th, and library systems must submit such reports by October 1st.

2. Libraries must have a board of trustees appointed by city and or county government officials which holds regularly scheduled meetings at least quarterly, and libraries must file annually a list of trustees, terms of office and meeting times with the Oklahoma Department of Libraries.

3. Libraries must receive operating income from local government sources, i.e., town, city or county.

4. Local government must continue to expend an amount for library service, i.e., operating expenditures, not less than that of the preceding fiscal year, as reported on the Annual Report for Public Libraries. Public library systems organized under 65 O.S. 151-161 and Sections 551-561 may not reduce their millage levy.

5. Libraries must have paid employees who are employees of the town, city, county or system. Town, city, county or system must pay said employees at least the federally required minimum wage and meet the requirements of the Fair Labor Standards Act.

6. Key personnel as identified in the Annual Report, must attend at least one continuing education program each year offered by the Oklahoma Department of Libraries, or approved by the Oklahoma Department of Libraries from institutions of higher education, vo-tech schools or library associations.

7. Multi-county library systems must abide by the Oklahoma Department of Libraries' Rules and Regulations concerning systems.

8. Libraries must file a report of expenditures made with State Aid grant funds each year by August 15th, and library systems by October 1st.

9. Libraries must have a written statement of purpose.

10. Libraries must submit performance measures data as outlined in the rotation schedule given in *OLA/ODL Levels of Library Development*, 3rd ed., 1993, p. 8.

11. Bibliographic access will be phased in by 1996.

12. By 1993 libraries serving a population of 20,000 or more must have submitted to the Oklahoma Department of Libraries a long range plan written or updated within

the last three years. This document must address future directions of the library for services and resources, and must be approved by the local library board.

13. Libraries in cities serving a population of 20,000 or more must employ a director with a Master's Degree in Library and Information Science from a library school accredited by the American Library Association. Exemptions will be made for such libraries, until the resignation of the current librarian of record as of July 1, 1991.

Procedural Regulations

1. State Aid funds cannot be used for construction, remodeling, land, vehicles, or items that will become a permanent part of the building, such as carpet or air conditioners.

2. If a city or county has less total income for the most recent fiscal year as compared to the immediate past fiscal year, exemption to Eligibility Regulation C4 may be made. If this condition exists, libraries must so notify the Oklahoma Department of Libraries by August 15th. The Oklahoma Department of Libraries will then supply forms for city or county officials to certify that the library's budget sustained no greater reduction than the total percentage reduction of income of the city or county budget. At such time as the city or county budget increases, the library budget must receive not less than the percentage increase as the total budget.

3. Rule C4 may be waived in those years when the budget is decreased according to Procedural Regulations Rule 2.

4. When libraries are found to be ineligible for State Aid, ODL will notify the Librarian and the City Manager, and shall state the reasons for ineligibility. The Librarian will then have a period of two weeks from receipt of

notification in which to submit additional evidence of eligibility. Such appeals shall be reviewed by the ODL Administration and a final decision made.

5. The Oklahoma Department of Libraries will utilize the latest census information available by July 1 of each year from the State Data Center of the Department of Commerce to determine State Aid formulas for the distribution of State Aid funds for public libraries.

Appendix F: Library Roles

LIBRARY ROLES

COMMUNITY ACTIVITIES CENTER

The library is a central focus point for community activities, meetings, and services. It works closely with other community agencies and organizations to provide a coordinated program of social, cultural, and recreational services.

COMMUNITY INFORMATION CENTER

The library is a clearinghouse for current information on community organizations, issues and services. The library maintains a high profile as a source of information about community services. It responds to community problems with specialized services provided both inside and outside the library building.

FORMAL EDUCATION SUPPORT CENTER

The library assists students of all ages in meeting educational objectives established during their formal courses of study. This may include students in elementary and secondary schools, colleges, community colleges, universities, or technical schools, as well as those involved in training programs, literacy or adult basic education, and continuing education courses. This emphasis on

registration for formal instruction distinguishes the Formal Education Support Center from the Independent Learning Center. Libraries emphasizing this role may specify the educational levels supported.

INDEPENDENT LEARNING CENTER

The library supports individuals of all ages pursuing a sustained program of learning independent of any educational provider. These individuals set their own learning objectives to meet such concerns as citizen education, self-improvement, job-related development, hobbies, and cultural interests. The staff help learners identify an appropriate learning path, determine needed resources, and obtain those resources from the library's collection or through interlibrary loan. Continuing, intensive staff involvement or counseling with individual learners is a distinguishing characteristic of this role. Libraries may focus on specific subject areas or on special age groups.

POPULAR MATERIALS LIBRARY

The library features current, high-demand, high-interest materials in a variety of formats for persons of all ages. The library actively promotes and encourages the use of the collection. Libraries selecting this role may specify age groups or formats to be emphasized.

PRESCHOOLER'S DOOR TO LEARNING

The library encourages young children to develop an interest in reading and learning through services for children, and for parents and children together. Parents and other adult caregivers can locate materials on reading readiness, parenting, child care, and child development. Cooperation with other child care agencies in the community is ongoing.

REFERENCE LIBRARY

The library actively provides timely, accurate, and useful information for community residents in their pursuit of job-related and personal interests. The library promotes on-site and telephone reference information services to aid users in locating needed information. The library participates in interlibrary loan and cooperative reference services to meet patron needs for information not available locally. Libraries selecting this role may identify subject areas of particular strength or emphasis.

RESEARCH CENTER

The library assists scholars and researchers to conduct in-depth studies, investigate specific areas of knowledge, and create new knowledge. The library's collection, generally developed over a long period of time, is a source of exhaustive information in selected subject areas. A library choosing this role should specify the subject disciplines in which it intends to be a Research Center.

Role definitions are quoted from *Planning and Role Setting for Public Libraries: A Manual of Options and Procedures*, by Charles R. McClure, Amy Owen, Douglas L. Zweizig, Mary Jo Lynch and Nancy A. Van House. American Library Association, 1987. (For further explanation of these roles, see Chapter 4.)

Appendix G: Sample Materials Selection Policy

Sample
Materials Selection Policy

Objectives

The Public Library places major emphasis on informational, recreational and educational functions. It recognizes the importance of basic materials of permanent value and timely materials on current issues. Materials will be purchased in the format that best suits patron needs.

Guidelines

The Trustees of the_____Public Library support the Library Bill of Rights promulgated by the American Library Association, and it serves as the basis for this policy and other lending policies of this library. Choice of materials will result from a variety of professional activities on the part of the Library Director. Reviews of new books from both professional journals and popular reviewing media form an important tool in the selection process. Recommendations from the staff and the public are also welcome and evaluated within the framework of the acquisition process.

Responsibility

The Library Director has the final responsibility for the selection of all materials to be incorporated into the library's collection, regardless of the mode of acquisition. It is the Director's responsibility to provide materials that are of both current interest and permanent value, that are up-to-date, that are responsive to the interests and needs of every segment of

the community and that do not discriminate against any political, religious, economic, or social view or group through deliberate exclusion of their views. The Director shall try to provide for a diversity of materials without exercising either direct of implied censorship. The Director shall be responsible for expending available funds in an equitable manner so that all divisions of the collection receive a just proportion of said funds.

Selection Criteria

A. General

All acquisitions, whether purchased or donated, are considered in terms of the standards listed below. However, an item need not meet all of the criteria in order to be acceptable. Materials are evaluated on the significance of the entire work rather than individual parts. When judging the quality of materials, several standards and combinations of standards may be used. The following principals will guide selection:

- Contemporary significance or permanent value
- Community interest
- Accuracy of content
- Reputation and/or authority of the author, editor or illustrator
- Literary merit
- Relation to existing collection and to other materials on the subject
- Price, availability, and demand
- Format and ease of use
- Scarcity of information in the subject area
- Availability of material in other area libraries
- Attention of critics, reviewers, media and public

B. Material Specific

- Periodicals are purchased to supplement the book collection, provide recreational and professional reading, and/or provide material not yet available in book form. Selection of periodicals will be based upon their consideration as authoritative, objective, of local

interest and demand, and indexed in standard periodical indexes.

• Gifts of books and other items will be accepted on the condition that the Director has the authority to make whatever disposition he or she deems advisable. Gifts will be judged upon the same basis as purchased materials.

Collection Maintenance

To maintain the effectiveness of the library's total collection, the library will attempt to systematically remove materials no longer useful. The library does not automatically replace all materials withdrawn because of loss, damage or wear. Need for replacement is weighed with regard to several factors: number of duplicate copies, existence of adequate coverage of a field, similar material in the collection, later or more authoritative materials, as well as current demand for the particular subject or title.

Reconsideration

Patrons requesting that material in the collection be reconsidered may complete a "Material Selection Inquiry." The inquiry will be placed on the agenda of the next regular meeting of the_____Public Library Board of Trustees. Their decision will be based upon this selection policy after due consideration of the report of the Library Director and the patron's inquiry. The library recognizes that some materials may be controversial and that any given item may offend some patron. Selection or retention of materials will not be made on the basis of anticipated approval or disapproval of any group of patrons, but solely on the basis of the principles stated in this policy. Library materials will not be marked or identified to show approval or disapproval of their contents, and no library material will be sequestered, except to protect it from theft. Responsibility for the reading of children rests with their parents or legal guardians.

ODL, October 1988

Appendix H:
User Confidentiality

Oklahoma Law Protects the Confidentiality of Library Users' Records

The records of library materials borrowed or used cannot be disclosed to anyone except:

1. Persons acting within the scope of their duties in the administration of the library;

2. Persons authorized to inspect such records in writing, by the individual or group; or

3. By order of a court of law.

Section 1, Chapter 81, O.S.L. 1985 (65 O.S. Supp. 1985, Section 1-105) applies to any library supported in whole or in part by public funds except middle and elementary school libraries, which were exempted from this law as amended.

Appendix I: Theft Law

Public Notice

State Law makes theft or destruction of library materials a crime

Any person shall be guilty, upon conviction, of library theft who willfully:

1. Removes or attempts to remove any library materials from the premises of a library facility without authority; or

2. Mutilates, destroys, alters or otherwise damages, in whole or in part, any library materials; or

3. Fails to return any library materials which have been lent to said person by the library facility, within seven (7) days after demand has been made for the return of the library materials.

Punishment for conviction of library theft shall be restitution and/or a fine of up to $10,000

21 O.S. 1991, Sec. 1739.

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